

# Sales Meetings

CONVENTIONS • EXPOSITIONS • TRADE SHOWS

**WATCH YOUR  
DISTRIBUTOR'S TRIP**  
PAGE 23

**CITIES EYING  
CHICAGOLAND  
SUCCESS**  
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## COLUMBIA

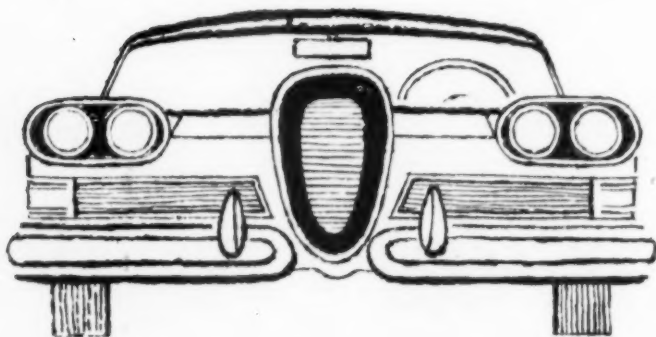
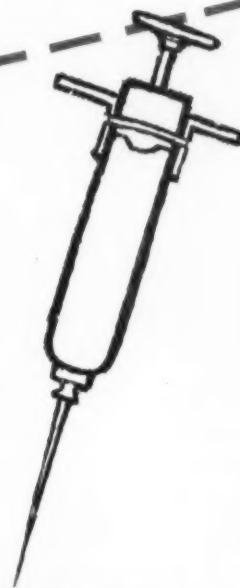
Takes Big Step into  
Big (Meeting) Leagues

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Waiting Line to Ride  
Through Exhibit

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## EDSEL

First Dealer Meeting  
Is \$250,000 Show

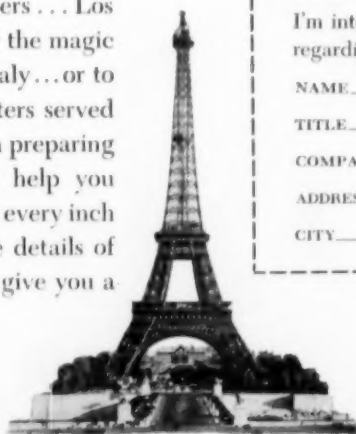
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# **Sales Meetings**

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Executive Offices: 1212 Chestnut St., Philadelphia 7, Pa. WALnut 3-1788

SEPTEMBER 6, 1957

## **HIGHLIGHTS**

### **INCENTIVE TRIP GOES SOUR**

It may be a dream tour on paper, but unless that incentive trip is planned by experts, it can create a batch of mighty unhappy dealers. Although this was a trip offered by a distributor, it shows how the manufacturer can feel the backlash of resentful dealers. Here are some pointers for manufacturers whose distributors run trips.

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### **EDSEL'S APPROACH TO NEW DEALERS**

For its first meeting Edsel set its ideas to music. This traveling show was budgeted at \$250,000 and put on film for showings after original live stagings. All lines for professional actors were in song so that Edsel executives could carry all straight speaking parts and not suffer by contrast.

90

### **ARE WE GOING TO STOP WALKING AROUND SHOWS?**

Moving chairs for viewing exhibits were a great attraction at the New York World's Fair back in 1939, but little has been done with the idea since. However, Pfizer Labs has shown that the idea can be practical for a trade show exhibit. Already other exhibitors are clamoring for an opportunity to rent the conveyor from Pfizer.

85

### **SLIGHT TWIST ON ROLE PLAYING**

Technique with many applications is role playing in which you play yourself in a situation you have experienced. It offers many advantages: audience involvement and method to cover fundamentals in interesting way.

62

### **CHICAGO'S GOT 'EM ALL BUZZING**

Since Chicago has found the formula for a public show involving industry, labor and municipal government, other cities are talking about applying it. Chicagoland Fair attracted over a half million people (paid gate). Exhibitors had big play; visitors had entertainment bargain.

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PART  
TWO

*Sales Management*

**Sales Meetings**  
MAGAZINE

**EXECUTIVE OFFICES**, 1212 Chestnut St.  
Philadelphia 7, Pa. Walnut 3-1788

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SM/SEPTEMBER 6, 1957

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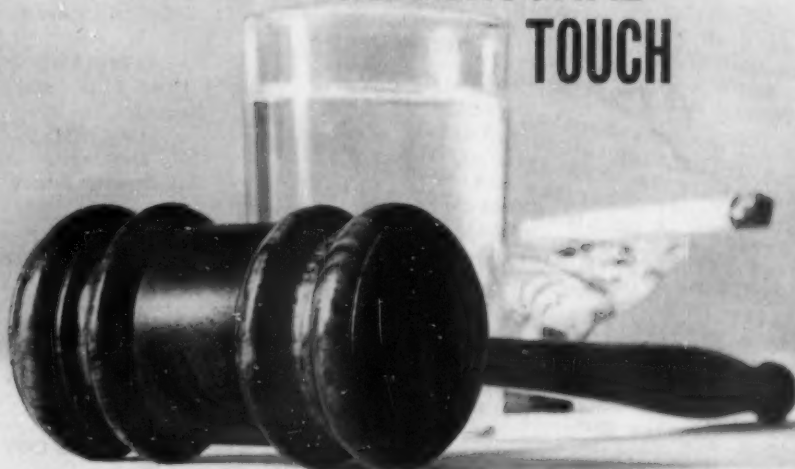
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for the Hoover Report  
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## LETTERS TO THE EDITORS

### Dilemma: Regional Meetings or National Meetings

#### wants "national" feeling

EDITOR, SALES MEETINGS:

I am wondering if you have printed any articles or if you have any information on regional sales meetings versus national sales meetings.

This year our organization has decided, for various reasons, to hold regional meetings with approximately 10 men in attendance at each meeting. Although the meetings are to be regional, I am looking for a device or a gimmick to make the territory managers feel they are attending a national meeting.

I am a regular subscriber and read the publication religiously, however, I do not recall seeing in the recent past any articles covering my dilemma.

Harry Roehm

Sales Manager  
Cory Corporation  
Chicago 45, Ill.  
► See page 21.

#### telepathy?

EDITOR, SALES MEETINGS:

I got a kick out of that piece you did on audience participation (As the Editors See It, page 17, July 5). It hit home for I have been doing a booklet for the National Society of Sales Training Executives on Audience Participation in Training. My opening is called, "Why Audience Participation?" You'd be surprised how much the two pieces are alike.

I am teaching a course in basic selling for a company that sells to industrials. About three fourths of the time is spent in audience stunts, presentations, demonstrations and practice selling. I find that there is no limit to the number of things a group of learners can be asked to do. Keep up the good work.

Ed J. Hegarty

Mansfield, Ohio

#### meeting for corsetieres

EDITOR, SALES MEETINGS:

You undoubtedly have in your files some reprints of articles about meetings arranged by manufacturing companies for their field personnel and conducted in or near the home office.

We are working up plans to encourage as many as possible of 3,400 Spencer corsetieres located all over the country to come to New England early in the summer of 1958. We have in mind a nearby resort hotel

which provides ample space for meetings, lodging and an all-around good time.

These 3,400 corsetieres are independent dealers and for the most part will stand the expense of coming to New Haven and the expense of staying at the hotel.

There will be some promotion plans to enable corsetieres to win prize money that would help defray their expenses. As grand prizes there will be all-expenses-paid features.

One of our employees recalled an article which covered the Tupperware Company's experience with a meeting similar to the one we have in mind. The party seemed to feel it appeared in your magazine. We have gone over back issues but have not been able to locate it.

W. E. Schunk

Contest Manager  
Spencer, Inc.  
New Haven 7, Conn.  
► See Jul. 1, '55; Oct. 6, '56.

#### guide to go Dutch

EDITOR, SALES MEETINGS:

In your journal, SALES MEETINGS, Jan. 4, 1957, we read the article "For the Modern Meeting Planner: Guide to Styles, Groups, Methods."

Our question is can you give us permission to take over (in Dutch translation) this article with illustrations, also page 19 up to and including 23, in one of our literature information bulletins, which gives translations of important articles in foreign periodicals. Perhaps you can send us two reprints?

H. G. v. d. Hilst  
Nederlands Institute Voor Efficiency  
The Hague, Holland

► Permission granted.

#### for medical marketers

EDITOR, SALES MEETINGS:

Thank you for permission to reprint the article "Imagine Treating A Doctor As a Human!" (July 5, page 42) as per our conversation of Friday.

We plan to use this material in *Medical Marketing*, our external house magazine, which is circulated monthly to 2,000 executives in the pharmaceutical industry.

Albert Miller

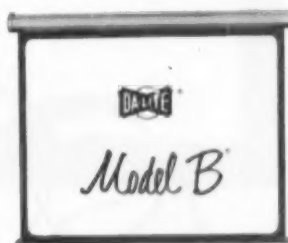
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# MEETINGS & SHOW NEWS

## Council for Exposition Medium

An organization to represent the interests in the oldest marketing medium in the world is coming into being. "National Council of Exposition and Trade Show Associations" has been selected tentatively as its title.

Representatives of six associations in the field of trade shows and expositions met in New York City to lay plans for the federation of associations into an overall council. Purpose of the council is to promote the medium of trade shows and expositions and to resolve problems that arise in producing and participating in them.

Present associations would not surrender their autonomy to the council but would be represented on the council whose major function would be promotional and educational. The council would give the exhibit industry a single voice in promoting and publicizing this medium of marketing.

## Farm Show in Red to Auditorium

Mid-Atlantic Farm Show, staged annually at Atlantic City Municipal Auditorium, continues to run into the red. Audit of auditorium accounts reveals show now owes the auditorium \$96,628 — incurred in the last four years. City Comptroller B. M. Townsend, in a report to the City Commission, said amounts due for previous years are: 1953, \$8,825; 1954, \$11,167; and 1955, \$17,823. Bill for the 1956 show was \$13,040. Bills include not only exhibit space rentals, but also cash outlays by the auditorium.

## McCallum Named Mr. Auditorium of '57

Mr. Auditorium of 1957 is Fred McCallum, manager of the Municipal Auditorium, Birmingham, Ala. Title, awarded each year by International Assn. of Auditorium Managers in recognition of "outstanding accomplishment," went to McCallum for his program for financing improvements in the Birmingham Auditorium. Through his efforts city voted bond issues totaling \$1.6 million plus an appropriation of \$175,000 to completely remodel the auditorium.

## Contest for Best Salesman at Show

With opening day for the 1957 National Business Show (October 28-November 1) still months away "about 90% of the available floor space" of New York's Coliseum is already firmly contracted for, announces managing director Rudolph Lang. Important factor in the expected growth over last year's show, says Lang, is fact that many exhibitors are increasing their space this year. Show will again feature a contest to find the top salesman among booth personnel. Winner will receive a "Victor" statuette of the National Sales Executives to be presented at a special dinner of the Sales Executives Club of New York. In addition winner will receive a 21 inch color TV set.

## New Travel Show in March

New show, World-Wide Travel Show, opens at New York Coliseum, March 8-16, "designed to attract the attention of today's travel-minded Americans," announces Ernest R. Underwood, vice-president, World-Wide Travel Fair, Inc., show sponsor. Attractions planned include a series of actual scale models of all types of transportation. Steamship models will be radio controlled and will travel from one miniature port to another. Model airplanes will fly from model airports. Rail and land transportation will be shown by electrically controlled trains, buses and cars.

## New Fair in Cal. Seems Assured

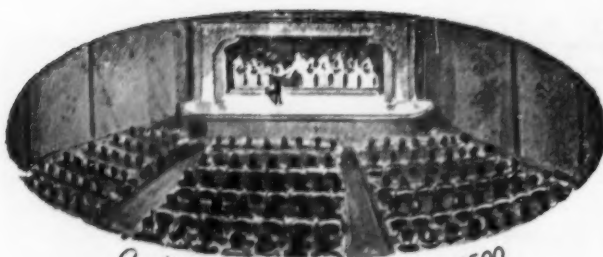
Construction of the new California State Fair and Exposition in Sacramento seems assured with the approval by California State Legislature of two bills providing the money. One bill allocated nearly \$3,750,000 from state horse-racing revenue in each of the next two years. Other bill authorizes State Fair to borrow or issue bonds up to \$13 million—guaranteed by pari-mutual returns. Land and buildings of the present fairgrounds in the center of Sacramento are expected to be sold for an estimated \$5 million. New center will be located on a 1,050-acre tract just north of city limits. Results of a recent survey by Stanford Research Institute, Menlo Park, Calif., indicate the new center will be self-supporting and could attract and accommodate up to 1,250,000. First fair should be staged on the new grounds in 1960 or 1961 if construction begins this fall as anticipated.

## Texas-Mexico Expo. Being Muled

San Antonio, Texas Chamber of Commerce Board of Directors is considering a Texas-Mexico exposition as a "step toward solidifying and expanding present business and friendship relations with Mexico." Board has unanimously approved a resolution calling for an exposition to last approximately six months. Special committee will be named to study the proposal.

## No Industrial Exhibits in U. S. Pavilion

United States Pavilion at the Brussels World's Fair next year will be "the largest free span circular building in the world." Two-story high building will be 340 feet in diameter and 95 feet high. Built of plastic and gold-colored steel, Pavilion will have a suspended plastic roof designed to resemble a bicycle wheel. Roof will be connected to an inner metal rim by high tension cables. Outer ring of the roof is to be set on two rows of gilded steel columns. In addition to the Pavilion, U. S. will have a theater seating 1,100, on its 6.5 acres. Present plans call for entertainment "representative of the wide range of American cultural tastes, which also shows people abroad the increase in serious cultural activities in the U. S." No individual industrial exhibits are planned; Instead some companies will be invited to send contributions to be integrated into a unified exhibit.



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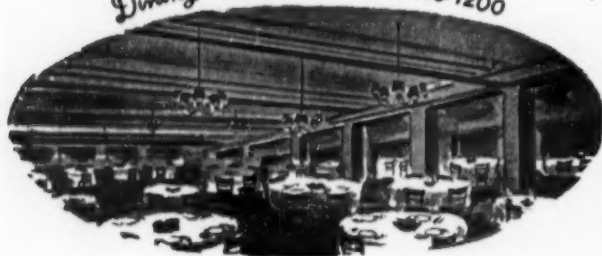
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MEETING & SHOW NEWS continued

**Modernization Show in June**

Fifth National Store Modernization Show is slated for New York's Coliseum, June 23-26, announces Exposition Management Corp., producers of the show. Survey of retailers by the Store Modernization Institute, which sponsors the show, reveals majority favor the Coliseum, says SMI president, Mrs. John Evans.

**Plastics Show Returns to Chicago**

Eighth National Plastics Exposition returns to Chicago for the first time in eight years when it moves into International Amphitheatre, November 17-21, 1958, announces newly elected president C. Russell Mahaney. Scheduled for the same week will be a National Plastics Conference—held at the Morrison Hotel. Show officials expect high interest in the show because of its long absence from the Chicago area.

**Add Sections to Chemical Show**

Show management announces exhibitors are enrolling "in unprecedented numbers" for the 26th Exposition of Chemical Industries, booked for all four floors of the New York Coliseum December 2-6. New sections being added for the first time this year include the Chemical and Chemical Materials section, Rocket and Satellite section, and Laboratory Materials and Supplies section.

**Open Show to Public Last Day**

Largest Air Conditioning & Refrigeration Exposition to date returns to Chicago's International Amphitheatre November 18-21, announces R. H. Israel, chairman of the exposition committee and sales manager of Virginia Smelting Co., Norfolk, Va. More than 250 companies are expected to participate using about 100,000 sq. ft. of exhibit space. Show will be open to the public on the last day to give manufacturers an opportunity to test consumer demand. Six associations and technical societies will hold meetings in conjunction with the show. They include the Air Conditioning & Refrigeration Wholesalers; American Society of Refrigeration Engineers; National Commercial Refrigeration Sales Assn.; National Warm Air Heating & Air Conditioning Assn.; Refrigeration & Air Conditioning Contractors Assn.; and Refrigeration Service Engineers Society.

**U.S. in Yugo Fair Second Time**

United States' second appearance in the Trade Fair at Zagreb, Yugoslavia, Sept. 7-22, will emphasize the quality and diversification of consumer goods and highlight the story of modern American food production, announces Harrison T. McClung, director, Office of International Trade Fairs. Full scale supermarket—first to be shown in a Communist country—will be part of U. S. exhibit, designed to demonstrate modern point-of-sale for farm products. Also featured will be a complete new kitchen to show the point-of-use. Although accent will be on food production and distribution, a variety of hard goods, agricultural equipment, apparel, appliances, household furnishings, books and other commodities available in Yugoslavia will be on display.

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## Facilities Roundup

New Facilities Being  
Built for Conventions

### CLEVELAND

Plans have been announced for an \$18-million, 20-story hotel to be built by American-Canadian Corp. The 100-room building will be built on top of two buildings already there. Both were originally constructed to make additions possible. Plans call for a large ballroom and several private dining rooms.

### SAN FRANCISCO

Hotel Mark Hopkins announces addition of two private dining rooms at a total cost of \$60,000. New rooms are on the lobby floor and bring hotels total of banquet rooms to nine—accommodating from 15 to 1,500. Rooms can be used separately or connected. Both are air-conditioned and soundproofed.

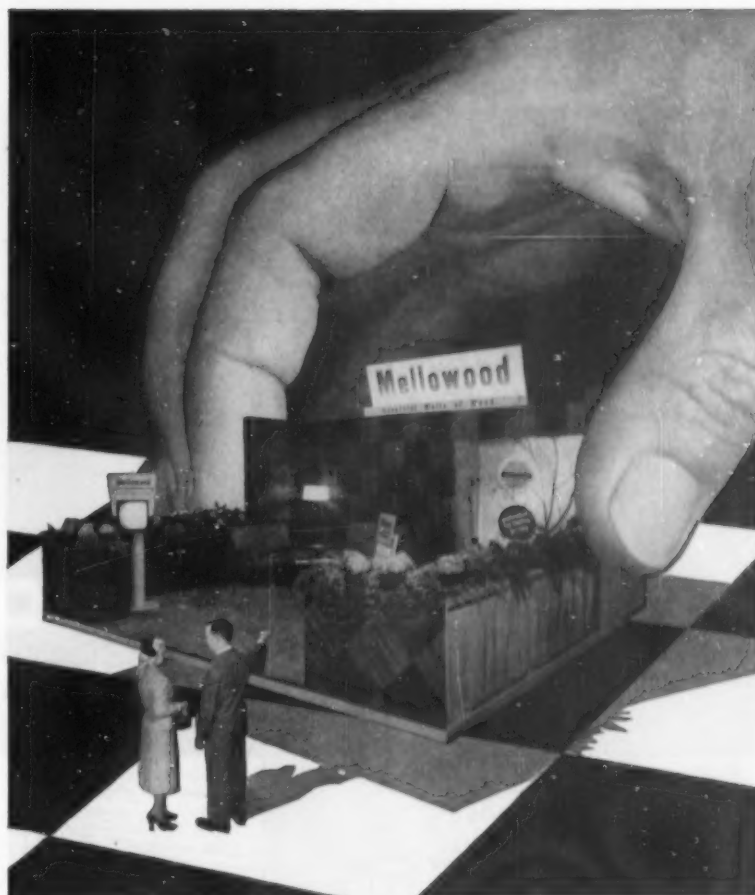
Building and grounds improvement program at the Cow Palace will cost \$260,000 this year. Second phase of the remodeling plan is expected to get underway next spring. Included in the project are new parking areas, new ticket offices, corrals, lobby, and new lighting and electrical work. Plans call for a wireless paging system.

### DETROIT

New Park Plaza Motor hotel, open September 1, announces appointment of Kenneth A. Dean as general manager. Hotel has 67 soundproof and fireproof rooms accommodating from one to four persons in each room. In addition there are 18 suites. Sample rooms and conference rooms will be available. Drive-in registration is available.

### MONTREAL

Work on a \$2.5 million addition to the Lord Elgin is slated to begin in the fall, says C. E. Pickering, president, Lord Elgin Hotel Company, Ltd. Addition will add 150 guest rooms, dining room and banquet rooms. Expected to be completed in 1958 addition will up Lord Elgin's total number of rooms to 525.



**MOVING TIP FOR BUSY EXECUTIVES:**

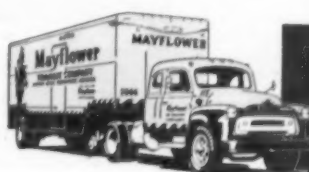
## Mayflower "Tailor-Made" Service Assures Reliable Exhibit Schedules

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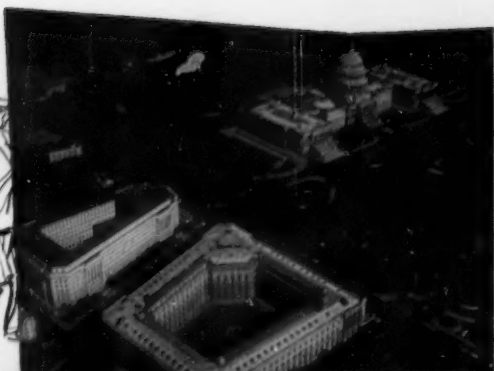
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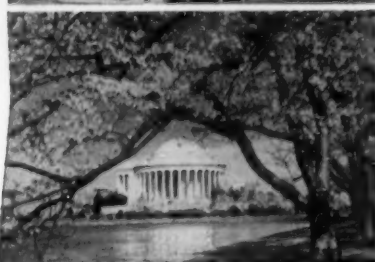
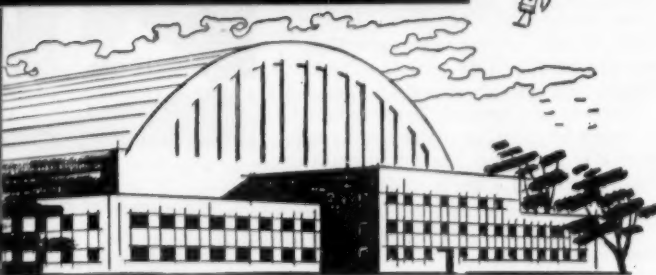
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## FACILITIES ROUNDUP

continued

### BUFFALO

Four Buffalo hotels—Lenox, Sheraton, Stuyvesant and Westbrook—have joined the Kleinhaus Music Hall to form Buffalo Convention Center, announces Thomas P. McMann, Stuyvesant manager. New center can accommodate up to 1,200 in 500 rooms with banquet and convention facilities. It offers 23 air-conditioned meeting rooms, plus the Music Hall auditorium which seats 2,800 and has 5,500 sq. ft. of exhibit space. Four hotels—all within one block—have combined their facilities to offer free parking for 500 cars.

### HOLLYWOOD, FLA.

An entire new floor will be added to the \$20 million Diplomat Hotel, now under construction, bringing hotel's total rooms to 550, announces Samuel Friedland, president.

Plans for a 200-room oceanfront hotel to be built just north of the Diplomat hotel and country club were announced. To be called the Derby Inn, new hotel will have four floors, a solarium and penthouse.

### INDIANAPOLIS

Remodeling plans for Marott hotel call for a closed-circuit video system, first for Indianapolis, announces Palmer Suddaby, general supervisor. System, to be installed by Admiral, will cost more than \$50,000. Large screens are being placed in all public rooms and 21-inch television receivers will be placed in all 300 transient rooms. Other phases of modernization plans include refurbishing of main lobby and complete refurbishing of 125 transient rooms.

### NEW YORK CITY

New \$100,000 air-conditioned ballroom at St. Moritz is expected to be completed by mid-September, announces Charles G. Taylor, president. Known as Quadrille Room, it will replace the old Burgundy ballroom. Room will accommodate 350 and can be broken down into small sections.

Ambassador Hotel has been purchased by Webb & Knapp, Inc., for \$12 million, William A. Zeckendorf, president, announces. Additional \$20 million will be used to add 300 to 400 rooms—pending outcome of plans to purchase the nearby School of Industrial Art from the city. Hotel now has 500 rooms.

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Director of Sales

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And while the finer points of conventioning are attended to, you can be assured that a sharp pencil is always used to arrive at your costs. Above all, promises once made are never broken when you book into a Fields Hotel.

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- THE OAKS, Excelsior Springs, Mo.
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RICHARD B. BRAINE, Convention Manager • JACK SYRETT, Sales Promotion Manager

## FACILITIES ROUNDUP

continued

### MIAMI BEACH

Americana Hotel convention auditorium and exhibit hall, built at a cost of \$1.5 million is slated to open November 1, says Laurence A. Tisch, president. Coupled with existing public meeting rooms auditorium makes the Americana first in convention space available, says Charles T. Craddock, vice-president and general manager. Americana will have 120,000 sq. ft. of meeting space for 15,000—either in 25 separate meetings or one convention linked by closed-circuit TV, he explains. Auditorium itself will accommodate 3,500 for banquets and 4,500 for meetings. Ramps and escalators to lower-level exhibit hall are provided. Exhibit area will have space for up to 350 booths, each supplied with electrical, audio and visual-aid outlets, Craddock says.

### SACRAMENTO, CAL.

Ground has been broken for new \$3-million El Dorado Hotel, with first 64 units expected to be available this fall, Frank Sebastain, president of Highway Hotels, Inc., announces. Highway Hotels is building and will operate the hotel. When complete hotel will have 260 rooms, swimming pool, banquet hall for 1,200, restaurant, coffee shop and parking facilities for 1,000 cars.

### SANTA MONICA

Plans for a \$500,000 remodeling program for the Hotel Monica, formerly Chase Hotel, have been announced by owner Harry Jaffe. Lobby, bar and coffee shop are being redesigned and all 150 rooms 22 apartments are being redecorated. Later plans call for remodeling of the grand ballroom and seven meeting rooms.

### WASHINGTON, D. C.

Nine-month improvement program of Roosevelt Hotel costing \$1.5 million is nearing completion announces James L. Rankin, vice-president and general manager. Hotel is now completely air-conditioned with individual controls in each room. Meeting rooms feature new lower ceilings for improved acoustics and folding partitions between rooms.



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Edmonton, Alberta . . .  
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**THE BESSBOROUGH**—260 rooms—Saskatoon, Saskatchewan . . . especially designed and equipped for all convention requirements.

**THE NOVA SCOTIAN**—150 rooms—Halifax, Nova Scotia . . . Overlooking historic Halifax harbour, this modern hotel ranks among Canada's best.

**THE CHARLOTTETOWN**—110 rooms—Charlottetown, Prince Edward Island . . . the "Garden Province" of Canada. Famed seafood cuisine.

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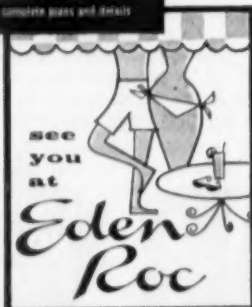
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AS THE EDITORS SEE IT

## National vs. Regional Meetings

Perennial problem facing most companies is whether it is wiser to plan a national meeting or a series of regionals. Often the merits of each become obscure in the welter of things that are to be accomplished.

**A rule of thumb to guide you in making a decision in favor of either a national meeting or regional meetings is this: for inspiration and wide cross-fertilization of ideas, consider a national meeting; for problem solving and training, consider regional meetings.**

Next, assess time values. National meetings take less time for the executive staff, but take more time from field men. After executives appear on a four-day national meeting program they can go back to their regular routines. However, for regional meetings, they are involved with meeting programs for weeks or months. For national meetings salesmen are called away from their territories for a week while a regional two-day meeting keeps them right on the job.

Cost-wise, national meetings are more expensive. Because their purposes are inspirational, elements that are required to develop enthusiasm and "good feeling" toward the company and its products involve cash outlay—luxury hotels, expensive visuals and exhibits, banquets, entertainment and materials to tie in themes. Add to this, cost of first-class travel, and it is evident that a national meeting is a large investment.

**What are the advantages of a national meeting? Here are some of them:**

**1. Concentration of best talent:** your top executives, specialists and best salesmen are on hand to impart ideas.

**2. More spectacular:** With ingenuity you can make a national meeting an event to be remembered for not days but years.

**3. Sharing of experience:** Men with common interests and problems have an opportunity to swap ideas with the largest number of their contemporaries.

**4. More spirit:** As part of a large homogeneous group, salesmen can generate more enthusiasm and be inspired to a greater degree.

**5. Conservation of executives:** While a little more top executive time goes into planning, executives devote less time at a national meeting than a series of regional events which take them on the road.

**Advantages of regional meetings are many. Some of them are:**

**1. Local problems:** You can concentrate on problems peculiar to an area or the salesmen in the particular area.

**2. Work sessions:** With fewer men in attendance, sessions can be intensive and designed for specific accomplishment of attendees.

**3. Salesman's time:** Without having to travel to a distant city, salesmen have less time taken from actual selling when they attend regional meetings which are shorter than national meetings generally.

**4. Informality:** Because everyone knows each other, adjusting to a new situation takes less time.

**5. Easier training:** Small groups with common experiences make training more specific and productive.

**6. Improvement:** You can learn from the mistakes or successes of one regional meeting and use this new knowledge to make the next meeting in the series better. You have an opportunity to constantly improve without waiting until next year.

**7. Lower cost:** While you have high executive travel bills, they are still lower than the cost of bringing an entire force to a central point. In addition, regional meetings are less pretentious.

**Well, you want to take advantage of regional meetings, but still you want to try to slide in some of the advantages of a national conclave at the same time. Is it possible?**

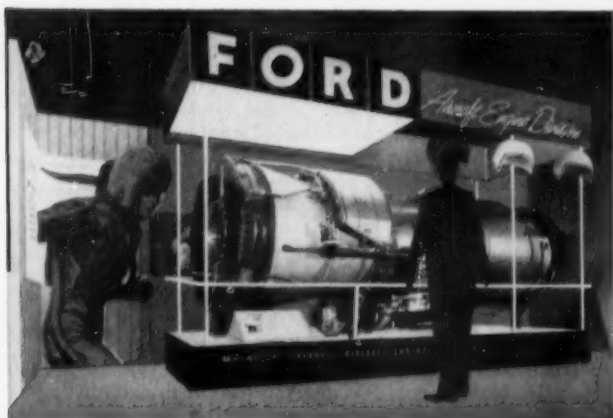
Here are three small ideas that will add "national" flavor to your regional sessions. (With a little thought, you could probably come up with a half dozen others.)

**1. National contest:** Have each regional group compete with each other for prizes. The contest should concern some accomplishment at the regional meeting: group that scores best in quiz; or group that develops most original demonstration; or group that thinks up best answers for competitive claims, etc. This technique instills a competitive spirit and makes individuals at a meeting feel part of the larger national group.

**2. Telephone tie-in:** Link two, three or perhaps five regional sessions by telephone which feeds into PA system. One idea is for a spokesman from each group to tell the rest the best ideas to come out of his group's meeting. This also allows a top executive to make "an appearance" at several regional meetings at once.

**3. Idea swap:** Have one man from each region attend another region's meeting which precedes his. He reports back to his group what ideas he picked up from salesmen (not executive presentation). Of course, the group that stages the first meeting does not get an opportunity to hear from another group meeting. To compensate, you can bring in a salesman from another region to speak about ideas that work in his territory.

## PLANNED PROGRAM OF EXHIBITS INCREASES EFFECTIVENESS, REDUCES COSTS



### FORD JET ENGINE EXHIBIT HAS DOUBLE OBJECTIVE

The basic story Ford Motor Company wanted to sell was "performance through industrial teamwork," with the J-57 jet engine as an example. This story, however, had to be planned for various types of audiences—engineers, technicians, stockholders, and the general public. To complicate the problem, the exhibit had to be physically adaptable for use under a variety of conditions.

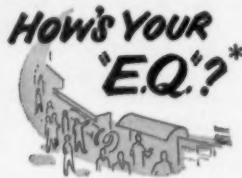
The exhibit shown above was developed by Gardner Displays to meet these requirements. It was designed to fit either 8 foot or 10 foot booths, and is easily adapted for use as an island-type display. Versatility of the unit is assured through both construction and copy. It tells an intelligent story to technicians, but still appeals to the general public.

Six oversize jet helmets with concealed speakers are suspended from the canopy over the engine, and a message repeater tells the story of the Ford Aircraft Engine Division and the J-57 jet engine.

The exhibit has already been used at the Ford Stockholders' Meeting; Armed Forces Day, at Selfridge Field; and the Oklahoma City Semi-Centennial. A number of additional showings are scheduled.

For most effective selling at lowest cost, a planned program should be developed for every advertising and promotion medium. These programs must be integrated into an over-all marketing plan. Trade show participation is no exception.

Planning for exhibits at trade shows should begin with a study of the market represented and analyzed in terms of your market interests.



The following will help you evaluate your own practices in exhibit planning. If you can answer "yes" to these questions, your exhibit program should prove most effective.

1. Is your exhibit program planned in advance for at least a one-year period?
2. Do you study show attendance in relation to your company's markets before you decide what shows to enter?
3. Do you budget all costs relating to show participation either as part of your advertising expense or in a special category?
4. Do you consider design and construction costs of exhibits in relation to total costs and to desired results?
5. When your show schedule is determined, do you discuss the whole program with your exhibit designer?
6. Do you plan exhibits for all related shows at one time?
7. Are your exhibits aimed specifically at the most important groups of show visitors?
8. Do your exhibits tie in with your over-all advertising and marketing program?
9. Is the literature offered or distributed at your exhibits specifically planned to tie in with the objectives of your exhibit?

\*Exhibit Quotient

Detailed information on attendance can be provided by show managements and participation should be made on this basis, not on "what you did last year." This same analysis is also valuable in making exhibits more effective by aiming directly at visitors who are most important to you.

With a program and budget set up in advance, it is possible to design exhibits to do a good sales job in several shows. It may not be possible to use the whole exhibit, but portions can be incorporated to serve the purpose. When your exhibit designer and builder knows your whole show program, he can plan for maximum utilization of the exhibit.

Advance planning and scheduling of exhibits can increase inquiries and sales because they will be more closely integrated in the over-all marketing and advertising program. Tie-in material, such as invitations and literature, can also be prepared in advance and there will be more time for details, more time to assign and instruct booth personnel.

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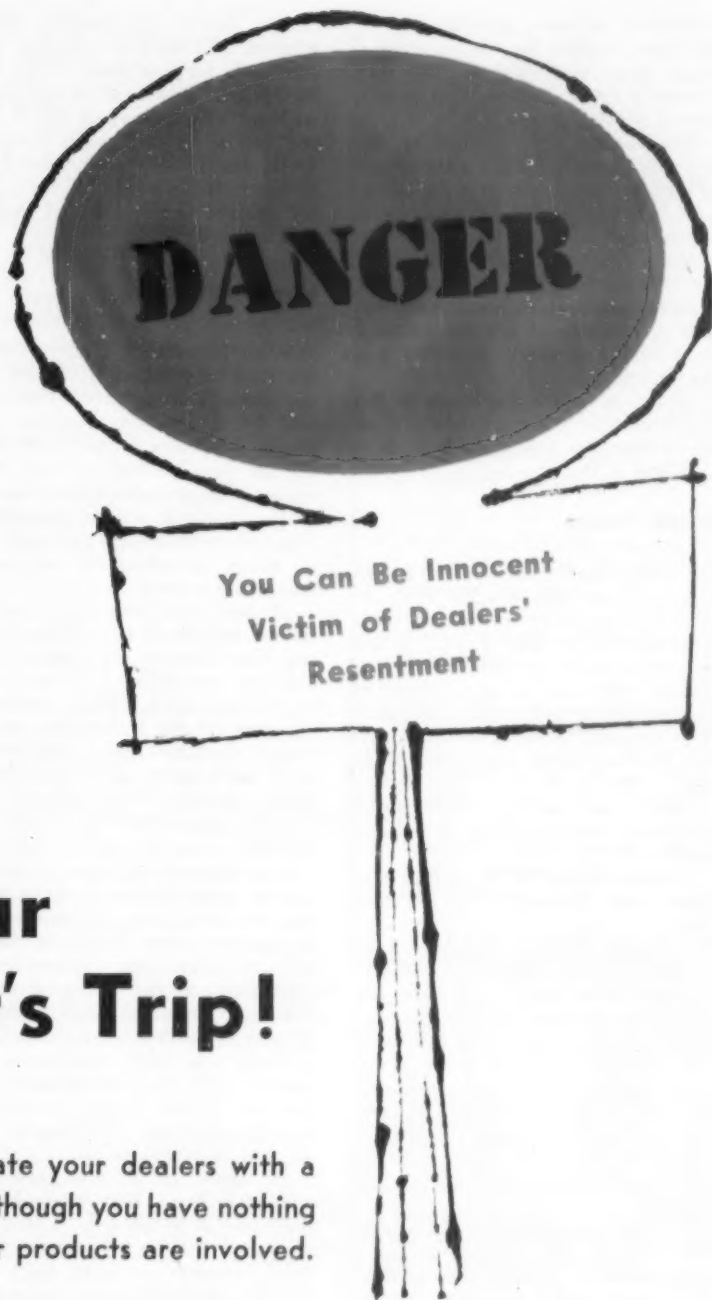
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## Watch Your Distributor's Trip!

10 ways a distributor can alienate your dealers with a poorly planned incentive trip. Although you have nothing to do with the program, still your products are involved.

Your distributor can put you in the middle of a mess if you don't examine his incentive contest for dealers with a practiced eye.

You can suffer from a poorly run incentive travel trip that you have not staged but have helped to finance. You can feel the wrath of resentful dealers and yet have had nothing to do with the situation that spawned their discontent.

You can have a trip backfire that you haven't planned or operated and to which you have contributed no co-

op advertising funds nor a special appropriation.

This is not an academic probability but a real situation. It happened just a few months ago. (We shall not embarrass the distributor further by mentioning the company by name.)

One of the nation's largest appliance distributors developed an incentive travel contest for its dealers. Contest covered the five lines of appliances handled by the distributor.

Points were established for each product. Manufacturers who con-

tributed funds were given a break on the points system. Their products had more points. Slow-moving items were given added points.

The trip had a glamour appeal — Rome and Paris. If a dealer doubled his quota, he could take his wife.

Three different quotas were set up — for small, medium and large dealers. Quotas were based on potential sales of the distributor's lines.

At this point, the incentive contest appears to be conventional. Based on experience, it should be a successful

promotion to move merchandise. It did move merchandise. It garnered a bigger share of market for the distributor's lines. Almost 150 people earned the trip.

But, unlike other promotions, an incentive contest doesn't add up all its benefits until the trip is taken. The major assets — moving more merchandise, building bigger share of market—are accumulated as soon as the contest closes. Additional assets—dealer goodwill, enthusiasm for future promotions — are not amassed until after a successful incentive trip is completed.

Thus, the trip is the bonus to the distributor and manufacturer; it is where the extra values are built in—or killed if the trip fizzles.

### Dismal Failure

In the case being cited, the trip was a dismal failure. Not enthusiasm, but animosity was engendered. The distributor now has to spend money to rebuild goodwill among his dealers. He now is taking them to baseball games and night clubs—putting out cash not to move merchandise but to placate disgruntled dealers.

What went wrong? How can a glamorous trip to Rome and Paris backfire?

Here are some of the errors that went into planning this incentive trip:

1. **Saving money:** You can't take a money-saving approach to luxury. As soon as you start to cut costs, you invariably eliminate luxury—the very thing your trip attempts to convey to trip winners. Spending money is not to be confused with wasting money. It is one thing to watch dollars carefully and get your money's worth. It is still another to cut down on essentials—especially on essentials that are expected.

2. **False assumptions:** Planners of this incentive trip made some faulty assumptions — perhaps prompted by that money-saving approach. It was assumed that dealers and their wives might prefer to have one meal a day on their own at some fancy restaurant. This might sound reasonable,

except, that it assumes that contest winners will think of spending their own cash for one meal a day in a high-priced restaurant as compatible with an "all-expense-paid trip." This trip offered a continental breakfast (rolls and coffee) and *either* lunch or dinner at the hotel. In effect, dealers received one and a half meals a day.

### Many Extras

What happened? Dealers ordered the kind of breakfast to which they are normally accustomed. They were told by the waiters that eggs and orange juice were extra. (Good start for the day!) Okay, so bring them on was the attitude of dealers. But when the check arrived for the extras, they were amazed. Orange juice in Rome, according to one dealer, was \$1.60 a glass.

Dealers could have either lunch or dinner in their hotels. Menus were set. Any changes were extra. Coffee was not included in meals and so this was extra. These extras, all expenses for the dealers, became irritating. Cash that dealers had brought with which to buy gifts for the folks back home was being converted into "extras" at breakfast, lunch and dinner.

3. **In season:** No graver mistake can be made than to book an incentive trip during the peak of the regular tourist season. Of course, the distributor might like, personally, to visit Paris in the spring, but it is not a gay, romantic time he is bargaining for with a large group. First problem was hotel reservations. In season, hotels don't want group business and if they accept it at all, can provide something less than top service and accommodations.

In Rome, for instance, one hotel refused to honor reservations because it claimed to be filled up. Could anything be worse for an incentive travel trip? Imagine arriving with your group, confirmed reservations in hand, to find insufficient hotel rooms available.

4. **Multiple hotels:** Because of in-season reservations, no one hotel could

accommodate the more than 100 dealers and wives. So several hotels had to be booked in Rome and Paris. This meant losing the spirit and excitement created by a cohesive group that lives together abroad. Not only does it reduce the fun, it creates communications problems. Then there is a comparison of accommodations by dealers and almost certain grumbling from some big dealers who feel they have less choice facilities.

### Side Trip Problems

5. **Side trip:** Since dealers are getting their travel to Europe free, it is easy to accede to plans to give them an opportunity to spend additional time in Europe on their own. However, when your travel agent makes these side-trip plans for your dealers, you are accountable if anything goes wrong.

In the case being cited, many things went wrong on the side trip which included a bus tour of Italy. The deluxe bus proved to be something less than luxurious. Constant riding several days, for periods of four and five hours at a time, in an uncomfortable bus with time out for meal stops only, did not make for pleasant touring. It became so tiring, some dealers left the bus midway and took trains to Venice or back to Rome. Hairpin turns up and down mountains were more frightening than enjoyable for most dealers and wives.

6. **Poor seats:** Dealers complained about the back-of-the-house seating at the shows included in the tour. This, too, took off some of the shine of luxury they had expected. On a trip that they "win," dealers take the notion that they will receive kid-glove treatment, and a seat far back at the Follies Bergere, is something less than their due, as far as they are concerned.

7. **Two cities:** A one-week trip that attempts to cover two cities involves too much traveling and too little sight-seeing. After all the rushing and plane traveling, dealers and wives are left breathless but not from the sites. Just about the time dealers begin to know and get a "feel" of Rome or Paris, they have to pack and rush off.

8. **Plan for changes:** Once trip plans were set, no attempt was made to change anything. Thus, errors that cropped up the first day continued on for the rest of the trip. No effort was made to revise plans and recapture goodwill lost because of poor arrangements; no one was on the spot to make vital decisions that might increase costs but pay off in better dealer relations.

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## You Can't Take a Money-Saving Approach to Luxury—and Win

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For instance, as soon as it was plain that continental breakfast was not enough for dealers, the distributor should have made immediate arrangements with hotels to serve a complete breakfast. As soon as it was evident that dealers were being made to put out too much cash for their meals, arrangements should have been made to provide missing meals.

**9. Local transportation:** This trip did not include local transportation from hotels to theaters or night clubs. While the cab fares were not major items, still it made the trip less than "all expenses paid." It made dealers responsible for being at the theater, instead of the distributor taking this responsibility to take them there.

**10. Inexperienced handling:** For travel abroad, there is no substitute for experienced counsel. If a travel agent is selected who has not had wide experience in incentive travel, you run a risk. Individual travel and group travel differ widely, and incentive travel as opposed to simply group travel varies even more. Thus, if the travel agent has no experience to detect danger points in advance and makes no provision to alter initial plans, you have an explosive situation.

### Costly Mistakes

These 10 mistakes are costly. In defense, the distributor claims that to have had an experienced incentive travel organization handle his trip his costs would have increased greatly. But did they?

The difference in cost was probably \$50 per dealer between a trip of a lifetime and an irritating experience abroad.

Some dealers were financially embarrassed. They hadn't planned on incurring the expenses necessitated by trip plans. They didn't read the fine print which indicated that half their meals were to be paid for. They assumed—and had a perfect right to assume—that the distributor was bearing all costs.

### Side Effects

Now the manufacturers whose products were involved may start to receive the side effects of the trip. Dealers may be less responsive to promotions. Dealers may cast a jaundiced eye at incentive trips coming from the same direction.

Strange part of this situation is that the distributor has had phenomenal success with incentive trips in the past. However, these have

been in the United States where complete arrangements could be made and carried out with experienced hotel staffs.

Poor decision making by the distributor brought him down a rocky road on which the return is much more difficult. The manufacturers have been dragged along the same road inadvertently.

Thus, it is incumbent upon all manufacturers who market through distributors to examine closely the incentive plans of their distributors. Whether your cash is involved or not, your product sales are.

### Steps to Take

These are the steps a manufacturer should take:

1. Have someone on the staff who knows something about incentive travel programs and who can judge the plans of distributors.
2. Consult with distributors in initial planning of an incentive travel contest.
3. Check on the organization that is acting as travel agent. Determine whether its experience and staff qualify it to take on the job.
4. Take an active part in planning. Even if you are not cooperating with cash, it does not mean you are not party to the contest — it's your products and ultimate goodwill that are involved.
5. Offer tips to your distributors on how to make sound plans for incentive travel. Give them the benefit of expert opinion and advise them of the dangers of poor planning.

### Trend Today

Trend today is toward distributor-sponsored trips. Manufacturers can not back away from this trend with the feeling that it's not their baby.

Here is why more and more distributors will be turning to incentive travel contests:

**1. Discretionary buyers:** Many shoppers are not sold on a particular brand when they shop for an appliance. Thus, the dealer who has an incentive to push a particular line will lead the shopper to purchase in this line.

**2. Competition:** Competitive companies are courting dealers and so distributors have to do something to offset the pressure on dealers. Bigger and better trips seem to work.

**3. Local conditions:** Distributors can trade on local conditions and preferences when they create an incentive contest. They can set their contests to conform to their particu-



### AID DISTRIBUTORS AND PROTECT OWN INTERESTS WITH THESE FIVE STEPS:

1. Have expert on staff who can analyze distributor incentive programs for flaws.
2. Consult with distributor early in planning.
3. Check with organization that is to be travel agent.
4. Be active in all phases of planning.
5. Give distributor benefit of your experience with incentive programs.

lar selling seasons and the interests of their dealers in a trip to a particular place.

**4. Whole line:** Because all his products must move rather than just one brand, distributors are including their whole line in incentive travel contests with marked success. By getting financial assistance from several manufacturers, distributors are able to finance contests more readily.

### Whole Success

Basically, every incentive travel contest is a partial success if somebody wins. The distributor doesn't pay for a trip unless someone has bought enough to offset the cost. However, to be a whole success, a contest requires the kind of planning that manufacturers have been doing. Now that distributors are taking on the new role, manufacturers should be supplying the know-how to reap the same benefits they have enjoyed when they ran the "show" themselves.



**Half million jam industry fair on Navy Pier. Huge turnout stimulates thinking in other cities for expositions with similar formula. Chicago, itself looks to possible 1959 international fair as...**



LONG LINES form outside Navy Pier.

## Cities Eying Chicagoland Fair Success

Chicagoans like expositions. They flocked to Chicagoland Fair, June 28-July 14, in such numbers it has given its sponsor, Chicago Association of Commerce and Industry, an unexpected cash return. Paid attendance exceeded a half million people at 90 cents for adults and 50 cents for children.

In making money, this world's fair type of show can make Chicago's Century of Progress and its Railroad Fairs blush.

Strange part about this fair, it was a success in everything except its original concept — to recruit skilled labor for Chicago industries. Idea behind this event was to draw out-of-towners to Chicago where companies could induce them to take some of the 25,000 jobs now going begging. Thousands were lured to the fair but personnel recruiting was slow. People came to the fair to have a good time, and they did. Comparatively few came to investigate new job possibilities.

### Slow Start

At its inception, this fair almost died aborning. Industry was slow to buy exhibit space. Richard Revnes, managing director of the show, had a king-sized headache — big plans and no exhibitors.

Andrews, Bartlett and Associates,

Inc., was signed as exposition management and an all-out campaign was staged to sell the fair to exhibitors. Biggest single factor to put this show on the road was newspaper cooperation. Chicago newspapers saw what the rest of industry didn't—that this event would have tremendous public appeal. When the newspapers got behind it, the fair went into high gear.

### 250 Exhibitors

About 250 exhibitors took 150,000 sq. ft. of exhibit space on the two wings of Navy Pier. Up until exhibitor deposits started to come in, Association of Commerce and Industry had \$15,000 of its own cash invested in the venture. That was as deep as the association ever got with its own money although it had obligations of \$150,000 when the doors opened on the first day of the show.

In addition to exhibits, this fair included free entertainment: ice show, water show, puppet show, variety acts and band concerts. According to Revnes, money for entertainment was allocated on the basis of \$1 for every \$3 that came in for exhibit space. By the time that the doors opened there was \$140,000 in entertainment scheduled.

Concerning original plans for entertainment, Revnes indicates that the big question was whether to have

a low gate price and charge for entertainment or have the 90 cent adult price and offer entertainment free. The latter decision proved to be right. A visitor didn't have to spend a nickel on the pier after he passed the front door.

Exhibitors were not permitted to sell anything at this show with just a few exceptions. These were the refreshment booths, complete restaurant set up by the Palmer House Hotel near the end of the pier, and little booths filled with imported gifts in the International Bazaar operated by Carson, Pirie Scott & Co. at the far end of the pier.

International Bazaar was set up by the retailer as a promotional stunt rather than as a real sales effort. However, the tremendous traffic and buying interest made actual sales a big and profitable item.

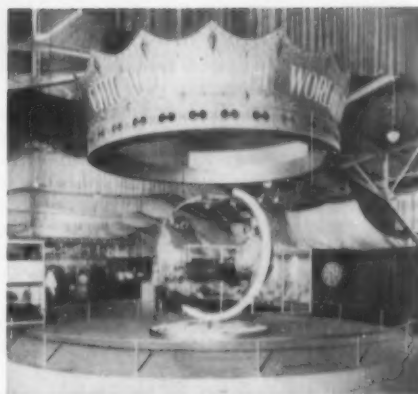
Visitors had a fine time at the fair. Almost every other booth had some kind of drawing for prizes from dolls and cemetery markers to mink coats and cars.

### Employment Booth

In keeping with the show's original purpose, one booth staffed by Illinois State Employment Service had a Remington-Rand Univac which could tell a show visitor what company in the Chicago area had a job open for which he could qualify.



CANADIAN EXHIBIT was one of largest at Chicagoland Fair.



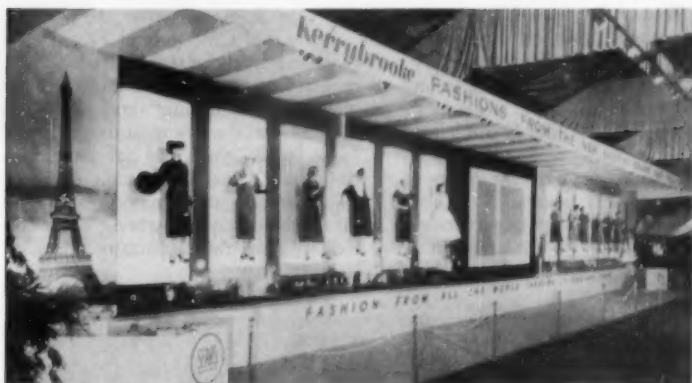
ONE of several theme centers.



TALKING GIANT still attracts kids.



ISLAND DISPLAY for Sunbeam features huge Mixmaster on right.



SEARS, ROEBUCK fashion show uses life-size figures on rotating panels.



INTEREST HIGH at product displays.



LABOR UNIONS as well as industry and municipal departments were at show. Live radio broadcasts were made periodically from this booth.

Big attraction was \$1 million in cash on display at the First National Bank of Chicago exhibit area. In the center of a well-shaped case rested stacks of bills of all denominations. (There was little danger of the \$1 million disappearing. Eight uniformed bank guards as well as plain clothes detectives kept an eye on the cash.)

Six radio stations and one TV station broadcasted from the show. These live broadcasts always drew crowds.

Another big attraction was a visit aboard Canadian escort vessels docked beside the pier. The ships helped to celebrate Canadian Day at the fair and mark the new era to be opened with the St. Lawrence Seaway.

Chicago *Tribune's* booth had an operating Linotype machine so that visitors could see classified advertising copy being set. The Borden Co. had Elsie and her twin calves on display. Brunswick-Balke-Collender had regulation bowling alleys with automatic pinsetters in operation for visitors and demonstrations by bowling champs. Polks Bros. had demonstrations of Whirlpool's robot-controlled kitchen. "Live Better Electrically" caravan was on display. Sears, Roebuck & Co. offered a style show. Penn-Texas Corp. had Halicrafters shortwave equipment in its booth to contact servicemen relatives of show visitors anywhere in the world. As an aid to parents with small children, Jewel Food Stores had a large supply of shopping carts on hand which could be borrowed to be used as kiddie strollers.

While exhibitors who sought new employees had something less than a rush for jobs, exhibitors with product promotion in mind enjoyed high interest. They could take orders and even deposits.

Canada had a 6,000 sq. ft. exhibit to promote its trade. Another big exhibit of Japanese products added to international flavor.

One of the largest exhibit areas was the Commonwealth Edison display. It covered 8,000 sq. ft.

To beef up recruiting aspects of its booth, Western Electric ran newspaper classified advertisements advising applicants to arrange interviews at the fair.

There were two huge talking robots to amuse the children. One was Joe Diesel in the Electro-Motive Division, General Motors Corp., booth. The other robot was Diesel Dan, "the railroad man," in a railroad industry booth.

Search for employees was more real than fancied. Marshall Fields, for instance, had immediate employment available for 300 people in its restaurant operation. Automatic Transportation Co., billed itself as "a good place to work," and was seeking skilled factory help and engineers. Greater Chicago Hotel Association kept a sharp eye peeled in its booth for potential uniform service help. Westinghouse Electric Corp. was interviewing during the show for applicants seeking "career opportunities." Prudential Insurance Co. of America, "a friendly place to work," stood ready to interview job seekers as did Standard Oil Co.

If ever there was a testimonial to the capitalistic system, Chicagoland Fair was it.

To promote out-of-town attendance, a syndicated mat service to weekly newspapers in Michigan, Indiana, Wisconsin and Illinois was used. A modest publicity budget of \$35,000 was set for the show. No paid advertising was used. Among the promotional efforts were pennants draped on light standards the length of Michigan Ave. and invitations to visit the fair printed on the backs of street car transfer tickets.

Fair management conservatively (and secretly) hoped for a gate of at least 160,000 people. After three

days, it was evident that the hoped for figure would be left far behind as the 16-day event gained more momentum each hour.

So impressive was the drawing power of this type of event that civic and business interests from Detroit and Cleveland went back home with ideas buzzing in their heads for something similar. Detroit is looking toward 1960 for a trade fair there. Cleveland interests are thinking in terms of a 1959 international trade fair to mark the opening of the St. Lawrence Seaway.

Chicago Association of Commerce and Industry is already looking toward 1959 with ideas popping for an international fair. Based on its Chicagoland Fair, the 1959 event appears to be a sure bet.

What Chicagoland Fair proved was that when civic interests — business, industry and government — get behind a fair, and exposition management is in capable hands, the event is bound to prosper.

One big reason that Chicagoland Fair made money while other large public expositions have gone into the red was physical plant. When new building is required, a big chunk of cash has to be amortized before the fair gets into the black. With Chicagoland, with no buildings to erect, major cash commitment was for entertainment which was more than covered by receipts of the first five days.

Now that Chicagoland Fair has established a successful pattern, every major city may soon be mulling over plans for something similar. What Chicago has done is urbanize a county fair. It has given the city an attraction that is just a little bit different than normal entertainment fare—and in the summertime when people are looking for family outing ideas at nominal cost.



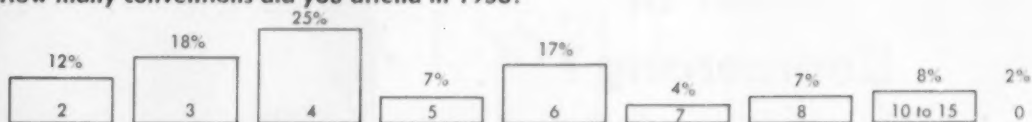
FREE ENTERTAINMENT included a water show that played to capacity crowds almost every performance. Show was on the lake.



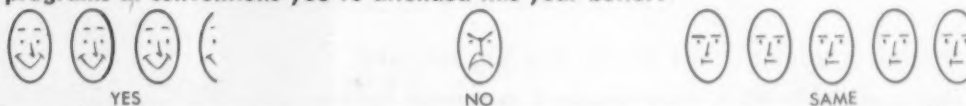
ICE SHOW drew crowds and rink was available for skating by visitors between performances. Foreground is Army rocket on display.

# Wholesale Execs Say About Conventions

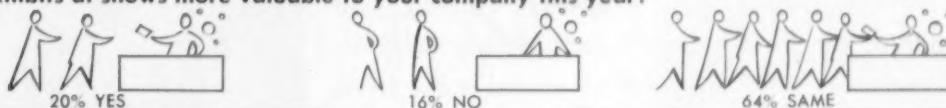
How many conventions did you attend in 1956?



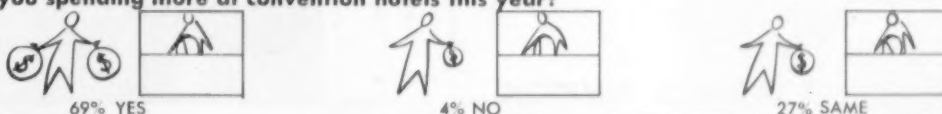
Are programs at conventions you've attended this year better?



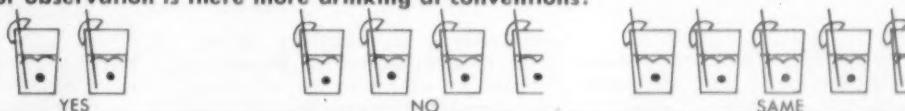
Are exhibits at shows more valuable to your company this year?



Are you spending more at convention hotels this year?



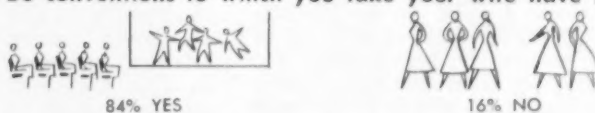
From your observation is there more drinking at conventions?



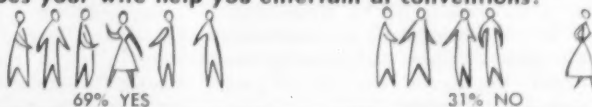
a. Taking your wife to more conventions this year?



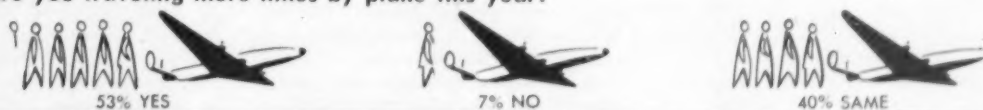
b. Do conventions to which you take your wife have special programs for wives?



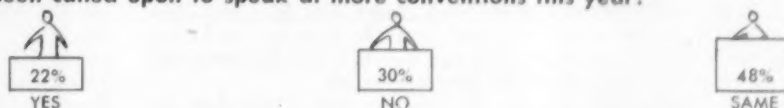
c. Does your wife help you entertain at conventions?



Are you traveling more miles by plane this year?



Have you been called upon to speak at more conventions this year?



Source: SALES MANAGEMENT Sales Leadership Panel



# MODELS

## Boon or Boomerang?

A model in your exhibit booth is a big mistake if she competes with your product message for attention. Right girl, properly dressed and trained, can be a valuable part of your exhibit's sales team. Wise selection of model is the trick.

BY EDGAR H. SIMPSON

General Manager, Nancy Simpson Agency\*



HOW VALUABLE is she at exhibit?

"Young man, I will have nothing to do with models. They only lower a company's dignity and distract attention from the merchandise!" So ended a vehement speech delivered by one trade show exhibitor the moment I met him.

Unfortunately, there are many individual instances in which he may be right. Some exhibitors may have never engaged a model themselves, but may have been observing their use by others year after year in some large trade show. Within that range of observation, such conclusions might well appear correct, for many such shows abound with instances of unwise selection and wrong use of models.

In considering employment of models in a trade show it is vital that the exhibitor bring a number of different factors into right combination. Based on studies of many shows, my own conclusion is that although many employers undoubtedly do profit from use of models, comparatively few derive the fullest benefit that they might.

Underlying this is a strange fact. We should all think it odd if a company were to engage in an advertising campaign of using photographs in which the model was haphazardly chosen, inappropriately costumed, and

the picture itself were in no way linked or related to the advertiser's message. It is remarkable, therefore, that although these same factors are present—perhaps to an even more important degree in the application of live models in trade shows—they are so frequently unrecognized or ignored.

### Closely Correlated

Unless a model and her activities are closely correlated to promotion of the product, or other company aid—unless the model transfers spectator attention from herself to the main objective—she may prove to be not a sales weapon, but a boomerang. Where this necessity is unrecognized, the more attractive and arresting the model, the greater the risk of just such a development.

Because of this and a number of other considerations, I believe that exhibitors who use models most successfully are those who plan a definite area of logical, realistic and useful activity for them when *planning* their exhibits. I am inclined to believe that unless a model can be really integrated into the program in a constructive way, it is probably better not to have one at all.

If, however, you decide that one or more models can be of definite advantage in an exhibit, you must

then make a selection based not only on professional ability, but on appropriateness of type. Some shows are presented for the public, the ultimate customer. Others are for the trade. It is important to consider who your spectators will be, what sort of people they are, what type of girl will best appeal to them and to make selections on that basis.

From the point of view of public relations, many companies spend much effort and money to present a certain self-portrait—to create a certain calculated impression in the public mind. In such a case, choice of models must not conflict with, but must serve to actually enhance that picture. So, too, must their costumes and activities. Of all the different elements that are involved in a good utilization of models, two of the most important are right selection and appropriate dress.

Much could be said on the subject of dress, and much depends on individual circumstances. Some employers favor abbreviated costumes. Perhaps, in a specific case, there may be logical reasons for the choice. In many instances, however, there are not any good reasons. Although every eye will, of course, be drawn, observer reactions are likely to be many. In some minds it will spell bad taste. Furthermore, such costume will make it more difficult than ever to bring audience attention to the merchan-

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*Hilton Hotel*  
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designed  
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This famous convention city has the largest concentration of new, air-conditioned hotels in the world—more than 31,000 rooms. And with Miami Beach's ever-changing skyline, hotels are designed for convention convenience, from drawing board to completion. Meeting rooms are available for seating up to 3,000 persons.

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will have an overall area of 193,000 sq. ft. with a seating capacity of 15,000 in main arena with smaller meeting rooms seating from 150 to 800... This new exhibition hall will connect with the present Miami Beach auditorium, which has a seating capacity of 4,300, is located within minutes of hotels, stores and resort activities.

The Miami Beach Convention Bureau spends as much time *serving* your convention as it does securing it.

*For details, write:*

**THOMAS F. SMITH, Director**  
Miami Beach  
Convention Bureau  
Municipal Office Building  
Miami Beach 39, Florida



HIGH-RIDING model atop a 60-foot crane calls attention to manufacturer's name.

dise. Speaking in very general terms, it may be said that scanty attire is appropriate and logical only in connection with products which specifically relate to it, such as swimwear, beach and sport equipment or playsuits. To adopt it where no such connection exists is to risk the appearance of vulgarity, of lowering a company's prestige and dignity, and of cheapening the tone of an entire show. Whether any extra business will be gained through such a policy is extremely questionable. It should always be remembered that when a model represents a certain company, she *is* that company in the public mind. Herein are both risk and opportunity.

## Suitable Girls

Having decided what type of model a certain project calls for, the next problem facing the employer, particularly if the show is to take place in some distant city, is to find girls who are really suitable. Some try to pick at long range from photographs, and with no other indication. Photos alone are insufficient as criteria for judging trade show models. They show a girl, as it were, in one dimension only, revealing nothing as to her voice, diction, personality, salesmanship and skill in public relations. Moreover, a photo shows only how a model may look in *photography*. Due to photogenic quality, it may present quite a different impression than she will make in person.

It is just here that an agent can be of material help. For an agent usually knows his best and most active models well. Particularly if you

do not expect to be able to interview models before the show. It is wise to outline your project to the agency of your choice, request photos, and also ask for suggestions as to which girls would, in its opinion, be well suited to fill the requirement.

Few employers avail themselves fully of agency services. Yet, on temporary jobs, those services cost you nothing. Another respect in which the agent can often be helpful is to offer suggestions as to how to make the most effective use of models in a given situation.

An agent who has been active in many shows, and has taken part in briefing and coaching numerous models for specific job assignments, can come up with a lot of ideas, especially if there is enough time to allow for possible special preparations. It may be reassuring to know that professional ethics forbid reputable agents and models to reveal the plans of an employer to competing companies. When engaging a model, especially from a distance, it is good policy to reserve the right to request immediate replacement in the event she should prove unsatisfactory. This serves to protect the employer against possible major errors, and to keep the other parties on their toes.

## Tentative Selections

Of course, when hiring from out-of-town, the best procedure, if at all practicable, is to make tentative selections from photos and agent's suggestions, and to arrive in town early enough to interview the selected prospects personally. Here, the one risk

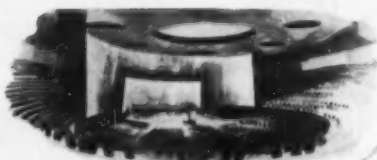


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for a good convention and  
you'll find both here.



Write...

Manager,  
Convention Committee  
Albuquerque  
Chamber of Commerce

ALBUQUERQUE, N. M.



**ALBUQUERQUE**  
new mexico  
"Convention City of the Southwest"

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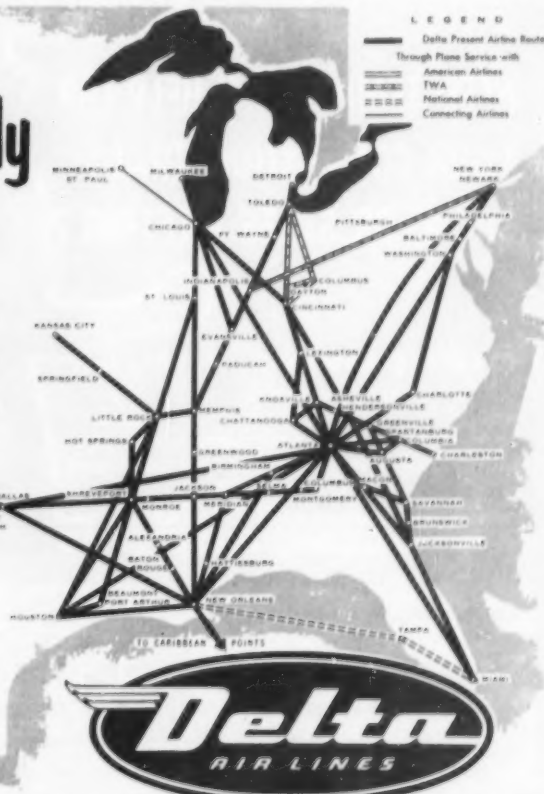
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ONE OF AMERICA'S PIONEER SCHEDULED AIRLINES



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Virco all-purpose folding tables give you years of service.

Quality constructed of fine materials, built for maximum strength and durability, yet attractive in appearance. VIRCOLITE plastic or Masonite tops are safe because the gravity lock prevents accidental collapsing. Easy to handle and store compactly.



#600



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**VIRCO "CAN'T TIP" SAFETY-TESTED #127 FOLDING CHAIRS** are precision constructed of tubular steel with extra reinforcement, fusion welded and brazed at all points of stress. Available in five popular colors in baked-on enamel finish. Comfortable, easy to fold and stack compactly.

**VIRCO NEW #145 FOLDING TABLE-ARM CHAIR...** same quality construction features of the #127 folding chair, plus, a well-supported tablet-arm surface of mar and stain resistant VIRCOLITE plastic. Handsome plywood seat. Five popular colors in baked-on enamel finish.



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Write direct for information on complete line of folding chairs and folding tables and for quantity prices, or name of nearest representative.  
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WAREHOUSES IN ALL PRINCIPAL CITIES

**VIRCO**  
MANUFACTURING CORPORATION



FOR LUXURY PRODUCT a model in exhibit is an asset if she reflects dignity.

is that some of the girls you are interested in may be hired by other employers before you have a chance to interview them. This is a chance one has to take.

As opposed to these more sensible procedures, a good many employers do nothing about models until a show is actually being set up, and then engage drifting girls who may or may not be qualified models, right at the scene. Although there may be a variety of reasons why this happens, it is hard to think of any that are very good.

### Imitates Competitor

For instance, a certain employer may decide only at the last minute to engage a model because he notices that the XYZ Company across the way is using one. But perhaps the XYZ Company has a real and logical spot for a model in its presentation, whereas this other employer has not. For him to include a model for the mere sake of adding an attention-getting device will, in such an instance, not put him on equal terms with the XYZ Company. It might, in fact, make the odds even wider.

Probably the most frequent and costly single mistake made is to think no further than of the fact that a model will attract attention. Attention to what? To herself? To fail to effectively transfer that attention is to practically assure that the model's services will fail of their objective, and that her presence in the exhibit will serve only to "camouflage"

## NEED TEMPORARY HELP FOR YOUR CONVENTION, TRADE SHOW, OR SALES MEETING?

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DEMONSTRATORS	STENOS
MODELS	BOOTH SET UP WORKERS
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REGISTRATION TYPISTS	MAILING AND DUPLICATING SERVICE



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Years of experience in convention planning is as near as your telephone. Whether your group is 10 or 1,000—National's Convention Manager can solve your transportation problems quickly—assist you in arranging for cars, exciting side trips. National's experience assures your convention of the finest transportation facilities and maximum attendance. And because National serves 36 major cities plus Havana, your choice of convention site is truly extensive.

Contact any National Airlines office or write or wire Convention Manager—National Airlines, Inc. P.O. Box NAL—Miami International Airport, Miami, Fla

# FLY NATIONAL

AIRLINE OF THE STARS

### NATIONAL SERVES MORE FLORIDA CITIES THAN ANY OTHER AIRLINE

Miami Beach's newest and most luxurious hotel offers the

## 10 MILLION DOLLAR\* CONVENTION PLAN

with group meeting facilities you'll enjoy only at the Seville

\*Yes, the magnificent NEW Seville (completed January, 1956) cost 10 million dollars to construct, furnish and equip . . . All to give your group unsurpassed facilities for fun, comfort and a successful meeting.

- Grand Ballroom with no view-obstructing columns, seating 2,000 at meetings, 1,500 at banquets
- Five other meeting rooms for groups of 50 to 500
- 20,000 square feet of exhibit area
- Color circuit TV facilities
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- Complete inventory of equipment

FREE 21" TV & RADIO IN EVERY ROOM  
2 POOLS • 500 FT. OF PRIVATE SANDY BEACH  
GOLF DRIVING RANGE  
100% AIR CONDITIONED



THE  
BRAND  
NEW **Seville** HOTEL

OCEANFRONT at 30th STREET,  
IN THE HEART OF EXCITING MIAMI BEACH



"Robbie" ROBINSON, Exec. V.P. & Gen'l Mgr.  
MILTON E. LEMBERGER, President

For complete information  
WRITE BOB GÖCKE,  
Manager, Convention Director  
BEN GOULD  
Executive Director of Sales

the product by diverting spectator attention from it.

Another reason for last minute, on-the-scene hiring is that some employers may have had models in mind, but are so busy setting up the display that they do not get around to acting until the last moment. This is unfortunate, for it is certainly not a reliable way to obtain satisfactory talent. Other employers may purposely wait till the last minute in the hope of driving a good "bargain" with some leftover who sees herself about to get frozen out of the show. There are few real bargains in this world. A girl who can command no more

than the lowest going rate can prove a costly extravagance in terms of goodwill and sales.

This does not mean that I advocate hiring the highest priced model. In fact, she may not be the best for your particular purpose. For such factors as wide popular recognition through photographic advertising, or through having won an important beauty contest, may occasionally enable a girl to command rates which, for trade show purposes, may be quite out of line with her actual abilities at product promotion and on-the-spot public relations. On the other hand a gifted title-holder can be a big drawing

card, particularly if her presence in an exhibit is publicized ahead of time.

Many employers who hire Miss So-and-So, the winner of some major contest, do the worst thing possible, which is to have her stand around in the exhibit, complete with ribbon and bathing suit, and *do nothing else*. There could hardly be a surer way of beguiling the visitor from noting any other feature of an exhibit. Here is expensive advertising functioning in reverse, and hence its unseen cost is enormous.

If Miss So-and-So, in addition to her other charms, and the popular recognition she enjoys, happens also to possess a strong sales personality and a capacity to engender goodwill—and if you have planned to use these other assets to advantage—then she will be a good investment, not otherwise. This applies not just to title-holders, but to all models. The more powerful the "magnet" you employ, the more carefully she must be hitched to the load, and not allowed to create negative polarity towards it. Often I see models I know, good models, just standing about or sitting in chairs. And I know that it is not their fault.

There is enormous variation in the



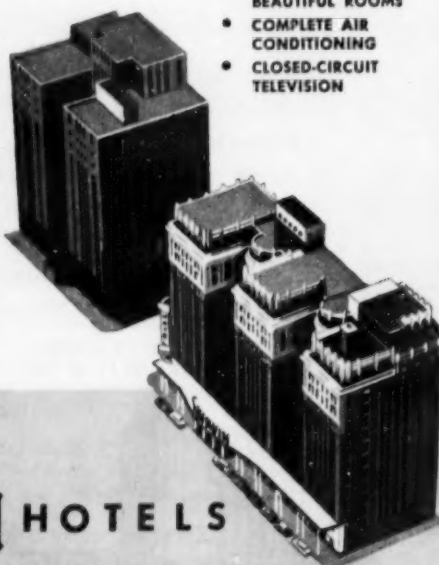
## THE MOST HAPPY FELLA'

IS THE  
CONVENTION  
PLANNER  
WHO SELECTED  
THE SKIRVIN

You, too, will be a "most happy fella" after completing a successful sales meeting or convention at the Skirvin... where the friendly experienced staff give you the utmost cooperation in planning and executing your meeting. Handsome surroundings and fine food are the highlights of the Skirvin... plus complete facilities, including the luxurious new walnut-paneled room, the "Executive Suite," with a 32-foot walnut table—so perfect for Board of Directors' meetings and comparable gatherings.

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Where Tensions Vanish and Relaxation  
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For Complete Information, write

LAKE PLACID CONVENTION BUREAU  
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talent, experience, training and degree of good taste of various models. It is surprising, therefore, that so many employers call, or have their secretaries call, one agent after another with one question only, "What is the price?" as though models were as standard as tacks in a barrel. There are many factors which enter into not only the basic rate, but more importantly, the true value of a model's services.

Models must be thought of as an advertising medium. Advertising that fails, no matter how low its price, is an expense. Advertising that pays off is an economy. For this reason, one does not seek the cheapest advertising agency, nor the cheapest media, but rather what will yield the greatest return per dollar invested. Such should be the line of reasoning in regard to models, and particularly to trade show models.

A good trade show model has many more skills than a photographic, or even a fashion model. She is an all-around technician, with long preparation, experience or both. She will be groomed in excellent taste, have an adequate wardrobe; a trained, pleasant speaking voice, an engaging smile, a knack with people, an under-

standing of product promotion, of sales psychology, of how to cultivate goodwill. Such a model does not lounge about, chew gum or smoke on the job, look coldly at people, give out personal data, use the exhibit as a date bureau, take excessive breaks, or abuse other privileges. She wants to work, and work well; she wants to increase her own professional reputation by gaining your approbation and goodwill.

Truly fine models are an immense asset to any company. For, regardless of size, it is difficult to imagine any concern whose public relations may not richly benefit from the graci-

ous atmosphere of charm, dignity and refinement that such girls create. Theirs is the kind of appeal that pleases a wider cross section of people than any other. They are the models most likely to impress lady visitors favorably, rather than to antagonize them. This is an aspect of great importance in shows open to the general public, as well as in the types of shows where women are a factor.

Models of true professional caliber should not be expected to work for nothing — and they won't. Perhaps their services may cost \$5 to \$15 a day more than those of the "cheapest" model. But which one really is the

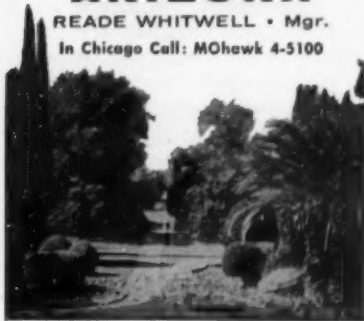
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## THE WIGWAM LITCHFIELD PARK ARIZONA

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In Chicago Call: MOhawk 4-5100



**A splendid cure for sagging sales curves . . .**

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**A special combination rate  
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Wintertime is an ideal time to meet at The Greenbrier. At this famous year-round resort, you will find an entire wing devoted to the accommodation of groups up to 1,000. Designed by men who know through years of experience what facilities are needed to assure the success of large or small meetings, the new West Wing contains the most modern equipment available. In addition to meeting rooms of various sizes, it features an auditorium with a 42 foot stage which is equipped for banquets, conferences, or exhibits, the latest P.A. systems and projection machines, and a theatre with Cinemascope screen.

This, combined with the hotel's complete sports facilities, outstanding cuisine, comfortable guest rooms, and courteous service, have made The Greenbrier America's Informal Business Capitol.

Inquire about our "Combination Winter Rate." You'll find it interesting.

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We build to help you sell

May we fill this role for you?

### Messmore and Damon

1461 Park Avenue  
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cheapest model? One who does the most productive job for you. Who can really afford to settle for anything less? A difference of a few dollars a day can reflect itself a hundred times in net results. If you are going to use a model at all, get an expert — and have something valid, useful and productive for her to do.

In connection with planning activities for your models, a good method, wherever practicable, is to feature a product demonstration, or a skit built around a product or the company story. These may be straight pantomime, or they be partially spoken, either by the performing model, another model, or a company representative. Commercial narration by a model who is really good at it is a valuable sales aid.

Audience participation activities are another possibility whereby interest may be made simultaneously visual, auditory and manual. Any situation which will enable people to examine, handle, taste or even sniff various products is recognized as good sales technique. Another desirable objective is to devise ways in which your company and its exhibit will remain in the visitor's memory for some time after the show.

Giveaways, such as samples and novelties, are often employed to this end. Also, and this reaches close to a person, an exhibitor may offer to have a model take a visitor's photograph, with or without another model in the scene, but with company identification in the background. It may either be given or sent to the individual. Company identification also may be included in the picture mounting. There are a great many possible activities along this line of perpetuating visitor recollection. Another method is to acquire mailing lists through such stratagems as photography, questionnaires, having the models conduct an opinion poll, or a poll of product uses, or have the visitor fill out, or help them fill out, chance cards for some giveaway.

If a busy situation is expected, it is well to brief the models on definite lines of conversation intended to hold visitor interest until a company representative can reach them.

If a girl is found to have strong public appeal, it may be well to think of using her in shows at several different cities, and then to follow up these appearances—or even to precede them—with photographic advertising using the same girl. Value of repetitive use of a single pretty face is often great. Because of all such possibilities, it is good policy to request

photographic rights as part of your agreement with models.

Finally, a word about interviewing models. Because a girl may ask a rate that is above minimum is no guarantee that she can justify it. There are two possible ways of minimizing any uncertainty. One is through the verbal assurances of an honorable agent of judgment and discrimination, and the other is by direct interview. Where interview is possible, you will have a chance to appraise many factors that pictures cannot reveal.

Interviews with models differ somewhat from ordinary job interviews, especially with respect to the factor of previous experience. For one thing, you have no time to check on a long list of alleged previous employment. If the model has been listed with her agent long, this may provide means of verification. Another indication as to job background is the model's book, which the great majority of experienced models possess. However, photographic models, most of whose work is done for advertising, usually possess the largest and most impressive books. But even if a girl has actually had numerous jobs, this in itself does not necessarily mean ability. Any persistent model, especially if she is pretty, can land quite a number of jobs in a period of time. Real indication of professional merit is whether these jobs have developed into steady accounts, or are merely a series of one-time engagements.

In a good group of models, the probability is better than five to one that when an employer engages one of them he will want her again. But even without such job experience, the well coached and talented beginner may often have as great a capacity to serve you as well as many a veteran.

The interview itself can tell you much about a girl, over and above her actual statements. Her manner, self-expression, readiness of reply, carriage, grooming, dress, all these tell their own story in a matter of seconds.

Once you feel that you have found the right models, it is wise to try to make the girls feel that they are regarded as more than just temporary help, impersonally hired for an occasion. Unfortunately, many employers are so busy at the outset of the show that they convey the latter impression, even if it is not meant. Most models have a real capacity for enthusiasm and loyalty. So, make them feel that they are welcomed as part of the team, and they will be eager to do a good job for you. **The End**



FRED BROWN, Director of Sales  
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### HOTEL ADOLPHUS

#### Summary of Convention and Meeting Facilities

ROOM	FLOOR	SEATING	DINING	SIZE SQ. FT.
Grand Ballroom*	Lobby	1,350	1,000	8,030
Regency Room*	Lobby	1,000	800	6,510
Roof Garden	15th	500	400	3,374
Cactus Room	21st	300	200	2,640
Danish Room	15th	200	175	1,500
North Room	15th	100	80	900
French Room	Lobby	175	135	2,000
Parlor A	Mezzanine	150	135	1,290
Parlor B	Mezzanine	40	30	378
Parlor C	Mezzanine	50	40	627
Parlor D	Mezzanine	110	90	957
Parlor E	Mezzanine	25	20	288
Parlor F	Mezzanine	30	25	385
Parlor G	Mezzanine	75	65	682

\*Connecting

Auto Lift: Via Ramp. Blackboards: Portable. Lecterns: Table and Standing types. Complete range of sound and projection equipment, including public address systems.

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**RAILWAY EXPRESS AGENCY**



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Write or contact Chamber of Commerce in any of cities listed below.

Visit **MISSISSIPPI'S**

## Gulf Coast

PASS CHRISTIAN LONG BEACH GULFPORT BILOXI



## Bong-g-g! They Think Positive Now

Chinese gong for brainstorming session and "bitching pad" for gripe session cut negative comments from discussions.

BY LOUIS H. BRENDAL

Merchandising Director, James Thomas Chirrug Co.

When Ward Leonard Electric Co., Mount Vernon, N. Y., was planning its 1957 sales meeting, it wanted to make it distinctly outstanding and effective. This was particularly desirable because its last meeting had been completely and successfully run by a professional management consultant brought in to do the job.

At a conference of the firm's sales executives and its advertising agency, it was decided to try and prevent the major portion of the meeting time from being spent in listening to the usual salesmen's complaints about deliveries, shipping information, and other gripes that tend to smother the average sales meeting. To help ac-

complish this, a special period was set aside near the end of the two-day meeting expressly for all complaints. And for the remainder of the two-day session, the theme was to be "positive thinking." It was agreed that no negative thinking or negative comments would be permitted except during the "gripping period."

In keeping with this, an hour was scheduled right after a brief introduction to conduct a brainstorming session. It was felt that this would accomplish three things. First, it would tend to wake-up and warm-up the men (9:15 AM of a Monday morning sales meeting can be slightly less than scintillating). Second, it would ex-



AS SHERATON'S NATIONAL CONVENTION MANAGER,  
HE IS WORKING FOR YOU WHEN YOU HOLD  
YOUR CONVENTIONS AT SHERATON HOTELS.

To many of you, Paul Mangan needs no introduction. He's been in the convention business for 25 years. Paul has had a hand in more conventions than anyone could possibly count, and as the National Convention Manager for Sheraton Hotels in the U. S. A. and Canada — he's working for you now.

Paul represents the kind of shirt-sleeves experience Sheraton brings to your convention problems. He was convention manager for the National Association of Electrical Distributors. He's a past International Director of the Hotel Greeters of America (served three terms as

President of the New York Chapter). He's a former member of A.S.A.E. He was the General Chairman of the Hotel Sales Management Association's 1955 convention. In the course of a career like that you're bound to know a lot about conventions.

The Sheraton organization is filled with people of Paul Mangan's calibre. You can count on them to find the best ways to stage your particular meeting.

And by now it should go without saying that you can always count on Sheraton to come up with the facilities and services that spell CONVENTION SUCCESS in capital letters.



## SHERATON *the proudest name in* HOTELS

Executive and Sales Offices — 470 Atlantic Ave., Boston 10, Mass.  
National Convention Office — Sheraton-Park Hotel, Washington, D. C.

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<b>NEW YORK</b>	<b>BALTIMORE</b> Sheraton-Belvedere	<b>ROCHESTER</b> Sheraton Hotel	<b>CHICAGO</b> Sheraton-Blackstone Sheraton Hotel	<b>LOUISVILLE</b> Sheraton-Seelbach The Watterson	<b>RAPID CITY, S. D.</b> Sheraton-Johnson	<b>PACIFIC DIV.</b>	<b>MONTREAL</b> Sheraton-Mt. Royal The Laurentien
<b>Sheraton-Astor</b>	<b>PHILADELPHIA</b> Sheraton Hotel	<b>BUFFALO</b> Sheraton Hotel	<b>DETROIT</b> Sheraton-Cadillac	<b>DALLAS</b> Sheraton Hotel Opens 1959	<b>SIOUX CITY, Iowa</b> Sheraton-Martin Sheraton-Warrior	<b>SAN FRANCISCO</b> Sheraton-Palace	<b>TORONTO</b> King Edward Sheraton
<b>Sheraton-McAlpin</b>	<b>PROVIDENCE</b> Sheraton-Biltmore	<b>SYRACUSE</b> Sheraton-Syracuse Inn	<b>CINCINNATI</b> Sheraton-Gibson	<b>AKRON</b> Sheraton Hotel	<b>SIOUX FALLS, S. D.</b> Sheraton-Carpenter Sheraton-Cataract	<b>LOS ANGELES</b> Sheraton-Town House	<b>NIAGARA FALLS, Ont.</b> Sheraton-Brock
<b>BOSTON</b>	<b>SPRINGFIELD, Mass.</b> Sheraton-Kimball	<b>Sheraton-DeWitt Hotel</b>	<b>ST. LOUIS</b> Sheraton-Jefferson	<b>INDIANAPOLIS</b> Sheraton-Lincoln	<b>PASADENA</b> Huntington-Sheraton	<b>HAMILTON, Ont.</b> Royal Connaught	
<b>Sheraton-Plaza</b>							
<b>WASHINGTON</b>							
<b>Sheraton-Carlton</b>							
<b>Sheraton-Park</b>							



pose these district managers for the first time to the fun and benefits of brainstorming. And third, it would tend to establish quickly the *anti-negative* attitude which was to be the motif of the entire meeting.

### Rent Gong

In place of the small hand bell that is regularly used to warn the brainstorming participants against negative criticism, a huge 24-inch gong with a baseball-bat-size striker was rented from a theatrical supply house. While

the advertising agency account man conducted the brainstorming session, Bill Schofield, assistant sales manager, socked the gong each time a negative criticism was made.

At the end of this session, each and every man was invited to jump up and wham the gong "at any time that any one made a negative statement." Fortunately, the meeting was held in a Connecticut seacoast inn that had not yet opened for the season to the public—for the reverberations of each bong of the gong surely could have been heard in Formosa. (The men seemed to get a fiendish gratifi-

cation from socking that bronze disk.)

It didn't take long to tie up the "positive thinking" idea with Doctor Norman Vincent Peale, and his best seller, "The Power of Positive Thinking." And the good doctor kindly granted permission to use his name on a teaser telegram which was sent four days before the meeting to each man who was to attend. The wire read:

"Don't bother to haul your 'no mechanism' to Connecticut on June second. Pack in 'The Power of Positive Thinking' instead, it's smaller, lighter, far more potent.

Norman Vincent Peale"

### ONE OF A SERIES:



## THE *Hollywood Beach* salutes

### LESTER MARTIN

President

BATES MANUFACTURING CO.  
MOJUD CO. INC.

Lester Martin is recognized as a major force in the Textile Industry, commanding the admiration of colleagues and competitors alike. His rise to eminence exemplifies the Horatio Alger tradition at its best. He now actively heads eleven companies and is a guiding influence in three others. He also contributes to the growth and esteem of the Textile Industry by his unceasing association activity, and he devotes his leisure time to his outstanding art collection which has brought him additional renown.

In 1956 Majud Company, Inc., held their annual company sales meeting at the HBM.

New York Office: MU 8-6667  
Chicago Office: SU 7-1563

BEN TOBIN, Pres., • JOHN TYLER, Gen'l Mgr., • JOHN MONAHAN, Gen'l Sales Mgr.



HOTEL/GOLF CLUB • HOLLYWOOD/FLORIDA

### Accumulate Complaints

During his welcome to the district managers at the start of the meeting, General Sales Manager Frank E. Beede explained that the entire two-day meeting was to be conducted on a "positive thinking" basis. He requested that the men accumulate their complaints so that they might all be presented and handled during the period set aside for it at the close of the second day. This "gripe session" appeared on the program as "Choir Practice" to be conducted by "F. E. Beede, choirmaster." So that the men did not forget their complaints, he handed each one a memo pad bearing this heading printed in blue ink:

WARD LEONARD

DISTRICT MANAGERS SALES MEETING

June 2-4, 1957

### My Personal Bitching Pad

Write major complaints in box below:



Signed .....

District Office .....

### React to Influence

By the end of the brainstorming session, everyone was beginning to react to the "positivizing" influence of the gong in his thinking. And by lunch time, they were almost entirely housebroken against negative thinking by the very presence of the gong. It was heard less and less frequently. Men, about to blurt out a squawk about something — hesitated at the thought of the gong and either held their tongues or presented the subject from a *positive* viewpoint.

On the second day, the gong enforced *positive thinking* just by a sort of "fleet-in-being" effect. One manager compared it to elephants,

who after being chained to a stake for a long time, didn't go away even after the chain is removed.

One divisional sales manager used a bit of reverse English in his presentation by preparing a long list of complaints or objections to his products and after mentioning each one, proceeded to provide the corresponding "positive" answer.

#### 'Senate Investigation'

Another interesting innovation was a group of four district managers who impersonated senators and conducted part of the program like a senatorial investigation. Most everyone present was compelled to testify on how to best launch and sell the new products that had been introduced by the preceding speaker. Design engineers were obliged to translate every product feature into a user benefit before it was acceptable.

Subjects that were brainstormed included the following:

"What I'd do if I owned Ward Leonard"

"How Can We Improve Communications Between the Home Office and Field Salesmen"

"How to Introduce and Publicize an Imaginary New Wonder Product"

"What Subjects Would You Suggest for Us to Brainstorm?"

Inasmuch as no one other than the one who conducted the brainstorming had ever participated in this exercise before, the total of 156 ideas was considered excellent.

#### Crying Towel

At the close of the meetings, the man who had turned in the most complaint slips from his special bitching pad was awarded a monster oversized "crying towel." While the individual who had signed the most chits for extras (such as drinks, cigarettes, etc., for which the company had announced it would pay) received a bottle of smelling salts. Appropriately enough, the winner of this award was Jim Reagan, advertising manager, whose name seemed to have been favored by chit-signers reluctant to use their own names.

Although some of the devices used to add interest and character to this meeting were felt to be a trifle "corny," the salesmen unanimously voted this meeting better than the previous one and requested that a similar one for the entire sales force be scheduled.

The End

## what's new in exhibits?

**E**XPOSITIONS AND TRADE Shows in Europe are attracting more American exhibits than ever before, with U. S. firms becoming more knowledgeable as to how to go about it, and with more facilities being made available for doing the work. The biggest current effort is, of course, the Brussels World's Fair, under the direction of U. S. Commissioner Howard Cullman and his highly professional staff. This will be mainly a cultural manifestation, with few exhibits of a strictly commercial nature.

**M**ORE COMMERCIAL IS the Second International Conference on the Peaceful Uses of Atomic Energy, with a big industrial atomics exposition in Geneva, Switzerland. Scheduled for September of next year, IVEL has again contracted to stage the American participation, which will be viewed by scientists, engineers and industrialists from the four corners of the world.

**A**N EVEN MORE spectacular project now in preparation is a strictly American industrial show on a grand scale in Moscow, U.S.S.R. The Russian government has signed a contract with a group of New York sponsors for the use of their Fair buildings in Gorki Park to show products of U. S. private enterprise. There is some talk of Washington participation.

**T**O BETTER SERVE American exhibitors abroad, IVEL is accepting contracts for building displays in Europe at one-third to one-half stateside costs. An additional advantage to some exhibitors is that this provides an extra use for blocked currencies. All designs will be made here and full responsibility assumed by our New York office.

**I**NTERESTING USE OF display technique by the country's largest commercial bank can be seen at the Rockefeller Center office of Chase Manhattan. Called the "Chase Manhattan Information Center," it employs the automatic playback method to deliver a recorded response to seekers of information about various banking services.

**B**EAUTIFUL ADDITION TO the growing roster of company museums has recently been opened by the Cunard Line at their New York headquarters building in the financial district. Among many fascinating exhibits are enough models of the ocean queens of yesteryear to quicken the pulse of all who are "ancient mariners" at heart.

*In the exhibit field there's always something new and interesting going on—and usually IVEL will be found in the middle of it. You, too, can use our ideas and our skills.*

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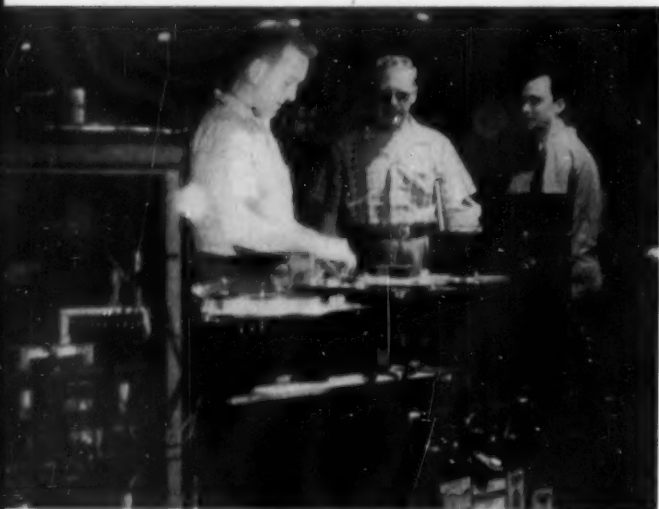
53rd St. & First Ave., Brooklyn 32, New York, HYacinth 2-3730



PHONOGRAPH DISTRIBUTORS were so anxious to examine Columbia's new line that they lingered at displays until 2 A.M.



TOP-NOTCH roster of Columbia stars was gathered for last night's entertainment by Single Records SM Dick Linke.



COLUMBIA SOUND engineer Lowell Frank tests tape equipment again to "provide best aural showcase" for company's products.



BIRDS-EYE VIEW of Americana Hotel shows Columbia salesmen and wives soaking up Florida sunshine between business sessions.

## Columbia Records Gets

Biggest meeting ever for Columbia marked by almost fanatical checking of all details to insure success. It proved worth while.

**BY HAL B. COOK**  
Vice-President in Charge of Sales  
Columbia Records

A national sales convention can be just another oversize meeting—or it can be a tremendous success, an unparalleled stimulant to sales and salesmen. Its success is not a matter of luck but of planning.

We arrived at our convention goals by firm adherence to plans made long in advance of "C-Day," with firm delegation of responsibilities, repeated review of step-by-step preparations, finally leading with our particular strength—spectacular product. Without this precision planning and virtual drilling, our meeting would never have won the participants' unanimous tribute. They called it "the perfect convention." In fact, we believe that the best way to achieve an easy atmosphere of relaxation and fun—as well as good business—at large sales meetings is to maintain a sure, controlling, practiced hand on all details, from literally soup to sales charts.

We began to plan the 1957 sales convention immediately following our 1956 meeting in Estes Park, Colorado. Recalling enthusiastic comments which also lamented the absence of wives during a meeting in Miami Beach two years earlier, we were led to two explorations: first, for an appropriate location, already established as synonymous with elegance and luxury; second, the feasibility of the device—by no means novel in general convention practice, but certainly new in our industry—of inviting salesmen's

(continued on page 46)



President Lieberson and singer Frankie Laine call the stars back onstage for the grand finale of Columbia's "big show."



FIELD SALES MANAGER Bill Gallagher (buried from sight) had the sole authority to handle all room and registration problems.

## Into the Big Leagues

First time phonograph distributors met with record distributors. Combined convention sparked added enthusiasm for all.

**BY JAMES E. SPARLING**

**General Manager, Columbia Records  
Phonograph Division**

Columbia Records' Phonograph Division is just five years old. For most of its brief life, the division has held its own sales conventions, which were actually regional sales meetings. But as we began to make plans for our 1958 line, we realized big changes were in sight for us.

The high fidelity era had come of age. The package set business, which we had pioneered, was mushrooming and interest in higher-priced product particularly was booming. So we planned to introduce the industry's biggest line this year, and we knew we needed a big send-off. A national sales convention—the right kind of convention—could tell the story for us.

We began to lay the groundwork for our projected potential business by expanding our distribution system, to give added penetration and coverage in various new markets and outlets. Nearly all Columbia Records distributors were already carrying phonographs. In January we began to add non-record-carrying distributors, 25 of them, with access to such outlets as furniture houses, gift shops, appliance stores. In February we began a training program that doubled our field sales force to provide better coverage of this enlarged distribution network.

During this same two-month period we discussed convention possibilities. Should we follow our previous pattern and go it alone or should we hold a joint convention

(continued on page 52)



NATIVE LUAU, with exotic food and drinks, plus background of ocean and flaming torches, provided a pleasant change of pace.



MITCH MILLER congratulated door prize winners at special luncheon fashion show for the ladies. Each won an evening gown.





LIEBERSON

Columbia Records is a show business—and a big business. Our product encompasses every type of recorded entertainment, from symphonies to Broadway shows, jazz to popular song hits, as well as the instruments on which to play them. We are not a record company that also happens to make phonographs, nor are we a phonograph manufacturer that also happens to make records. We produce both products because we consider each one necessary to the sale of the other.

Our company is thus in the complete entertainment cycle—records, stereophonic tapes, phonographs, tape recorders, with prices ranging from \$1.98 to \$1,995. This enormous span of product requires creative ideas in planning and equally creative ideas in selling.

We present our new creations at our national convention. There we also make our first, perhaps our most important sales—the sale, so to speak, of our company and our approach to our own distributor organization.

This year we held our meeting in the

## Columbia's Most Important Sale —At Its National Convention

BY GODDARD LIEBERSON • President, Columbia Records

midst of the greatest boom period our industry has ever known, on the threshold of a billion-dollar market: records will account for an estimated \$420 million; package (fully-assembled) phonographs for \$515 million and components for \$170 million. We have millions of potential customers in the vast new leisure market developing in this country. Our convention had to point the way to these new customers with new product and new sales tools.

Every manufacturer parades his product at a convention, but we believe we offered even more—that most solid foundation for a salesman's enthusiasm, the conviction that he knows his own importance in the Columbia organization as well as he knows his product. We expended considerable convention time—and money—to strengthen this conviction.

Columbia Records decided to enter the phonograph field shortly after its introduction of the long-playing record, a product which has revolutionized the industry. We knew that a high-fidelity record was not complete without a high-fidelity phonograph; that a record manufacturer could only broaden his sales base by marketing a quality low-cost phonograph. In 1953 we introduced what we regarded as the ideal companion piece to the long-playing record, the "360" table model high-fidelity phonograph, the pioneer low-cost instrument in the package field.

Just as "Lp" has borne out our faith

in its ability to enlarge the record market, the "360" and its successors have created a vast new market for package sets. The tremendous growth of this market, particularly in the past year, demonstrates that the phonograph is now accepted as a necessary home furnishing, as common a sight in the American living room as the sofa.

To meet this expanding market, we have grown, in five short years, from a one-model phonograph company to one with the industry's largest and most comprehensively priced line of 38 models.

During this same period, we have continued the development and improvement of our recorded product with new ideas in repertoire, packaging and merchandising. Along with records and phonographs, we now market an array of related accessories: needles, jackets, anti-statics.

Our objective is *integrated diversification*, with product in every variable price range and for every segment of the market. Our 1957 sales convention, we felt, should reflect this integrated approach.

This year's convention represented an important milestone in our achievement of this goal. Working together, Hal B. Cook, vice-president in charge of sales for Columbia Records, and James E. Sparling, general manager of our Phonograph Division, produced the biggest and most successful convention in our company's history.

### BIGGEST MEETING FOR COLUMBIA

(continued from page 44)

wives to attend as company guests.

In connection with proper selection of the site, it may be noted that there is a great deal to be said for New York City. Not only does it signify excitement and glamour to many people, it has unique geographical and transportation conveniences. However, Miami Beach, more than any cosmopolitan city, accents its grand hotels. Habitual vacationers and natives now speak customarily of "this year's hotel." In such an atmosphere of abundance, choice is difficult, but we knew what we wanted. We needed a hotel of the right size, and

right "personality." Right size meant not too big or too small.

We selected the Americana. A smaller hotel could have accommodate our guests, but would have lacked the variety of possible meeting rooms, as well as the staff and facilities to provide the service we desired. A bigger hotel would have engulfed our convention—large though it was—and diminished the unity of purpose and pleasure that a convention should generate. The Americana's capacity exceeded our requirements by some 70 rooms and it seems to have been the perfect size.

Next, we sought the most efficient means of introducing our new feature—inviting the wives. We wanted to build a crescendo of eagerness and anticipation in our people. We also

wanted to recognize the desire of every good salesman to *earn* his special rewards. A contest, we decided, would serve both ends admirably. For a company that had sold a million record albums of "My Fair Lady" in a year, a contest titled "Your Fair Lady," was both appropriate and success-inspiring from the start.

Just before the beginning of 1957, our sales team hit the road with announcements of the contest for Columbia's 37 distributors and their personnel. Contest was to run from January through June. Each distributor was assigned a quota and he, in turn, assigned portions of that quota to his salesmen. Qualifying distributors and salesmen could bring their wives to the convention at Co-

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**CHATEAU FRONTENAC, Québec.** In the towering old French fortress city above the St. Lawrence: 660 rooms, meeting and exhibition rooms, ballroom, private dining rooms, sound projectors. For fun: snow sports, golf, sight-seeing, shopping on tiny French streets. Open all year.



**THE EMPRESS, Victoria, Vancouver Island.** This ever-green island paradise is Canada's Rose Garden. A restful Victorian haven. Our convention manager handles convention details. Accommodations are complete...570 rooms. Scenic marine drives, trips to parks, gardens. Open all year.



**BANFF SPRINGS, Banff, Alberta.** Playtime show place of the Canadian Rockies. 4,500 feet up in the clouds, surrounded by 1000 miles of scenic trails. 600 rooms, views of snow-crowned peaks. Every convention facility. Warm-water swimming pool, shuffleboard, riding, golf, dancing. Season: June to September.



**CHATEAU LAKE LOUISE, Lake Louise, Alberta.** On the edge of a crystal-clear lake that mirrors massive Victoria Glacier. Easy to reach via Canadian Pacific Railway. 400 rooms, excellent facilities and service for any size convention. For fun: boating, riding, swimming and dancing. Season: June to September.



**THE ALGONQUIN, St. Andrews-by-the-Sea, N. B.** Overlooking Passamaquoddy Bay, near the Bay of Fundy where the most freakish tides in the world occur. At low tide you can reach Minister's Island by car across Bar Road. Accommodates 350. Two golf courses, swimming, tennis, fishing, shuffleboard. Open June to Sept.



**DIGBY PINES, Digby, Nova Scotia.** In a land of salt and sunshine, where you see the picturesque scallop fleet returning home in the evening. Near the U. S., yet remote and tranquil in spirit. Golf, fresh-water and deep-sea fishing, tennis, swimming, shuffleboard, sporty golf course. Famous seafood menus. Facilities for 300 persons. Season: June to September.



**LAKESIDE INN, Yarmouth, Nova Scotia.** Romantic home port of once majestic sailing ships that spread the fame of Yarmouth to every part of the world. Inn accommodates 120 persons. For fun: swimming, golf, tennis, shuffleboard. Daily plane service to Yarmouth from New York and Boston, daily ferry service from Bar Harbor, Maine. Season: June to September.



**CORNWALLIS INN, Kentville, Nova Scotia.** In the orchards of the gentle 8-mile-long Annapolis Valley. Readers of Evangeline will find this setting parallels exactly the locale of the Longfellow poem. Facilities for 150 persons, ideal for small gatherings. It's only a short drive to the seacoast and picturesque fishing villages. Golf courses nearby. Open all year.

For complete details of these fine convention sites, contact: Convention Traffic Dept., Canadian Pacific Railway Company, Windsor Station, Montreal.

lumbia's expense. This strategem was a rousing complete success. Before the deadline of June 30, all our distributors had met their considerable quotas.

From March 8 to 14, 1957, we held an intensive sales planning meeting which took us into the second phase of our preparations: delegation of responsibilities. Responsibility for conduct of the contest was assigned to our field sales manager, Bill Gallagher, who set a schedule for regular "hypo" letters and wires to refresh enthusiasm in the field. It was then logical for Bill to take charge of all the complicated transportation and

room arrangements. He was the only man empowered to settle any problem in this area.

Milt Selkowitz, our sales manager, Special Markets, was named chairman of the convention, with full responsibility for coordinating activities of all supervisors. Milt's first step was to set up alternates for each responsibility in case of emergency. Each alternate was to keep posted on progress of preparations for his possible last-minute assignment.

Next project, important to anyone planning a large sales meeting, was absolutely critical for Columbia Records. A microphone failure during

an important speech at any convention, is embarrassing; for specialists in sound it would have been mortifying. Furthermore, our product is demonstrated at a convention, so we needed the best possible aural showcase. Ken Glancy, Columbia's sales manager, Special Products, was given but one concern—to provide alternate electrical systems for every occasion. Ken's first step was to contact our Engineering Department and check over each potential trouble spot thoroughly. Some \$5,000 was spent for new portable equipment, and throughout the convention two Columbia audio engineers were on duty to guarantee readiness in this important regard.

Stan Kavan, Packaged Products sales manager, assumed direction of the dealer presentation, the prepared message which our attending distributors would transmit throughout their territory in a series of dealer meetings. A dramatic, sound slide film was prepared to bring our product to the "grass roots" of our distributor system.

The big "show," normally the high point of any convention, had to be spectacular. We were playing to a particularly show-business-wise audience—both husbands and wives. Dick Linke, our Single Records sales manager, was delegated to assemble a glittering array of stars from among our own roster. No small task, when you consider that most top entertainers are booked all over the world as much as a year in advance. For months Dick consulted booking offices and personal managers to guarantee availability of the artists (some even arranged itineraries to be working in the Miami area). Les Elgart's band came from Tampa, singer Johnny Mathis was appearing in Havana. With luck—and a \$200,000 budget, anybody could book the same show! Working with Gallagher and Selkowitz, Linke planned seating at various functions to allow each table close contact with at least one of the celebrated artists.

Assisting in many elements, but primarily responsible for expenditures analysis and control, Jack Loetz, National Distributor service manager, was aptly suited for this important job because of his skill and experience.

Last but far from least, the "fair ladies" should be entertained. To this end, we hit upon a special luncheon and fashion show, "Fashions in Hi Fi," based on our convention sales theme, "Hi Fi For Fun." Miss Lynne Phillips of Martha's Dress Shops in the Americana Hotel was approached for cooperation. Work-



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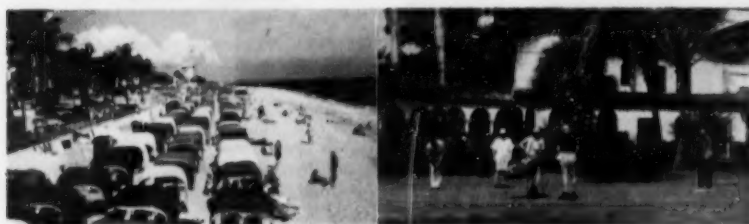
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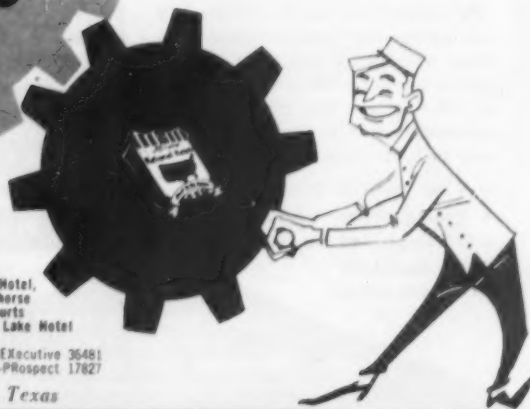
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COLONEL RICHARD B. FREDEY,  
Managing Director

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partment, she produced a smart show,  
with glamour - on - glamour, dresses  
modeled against album-cover back-  
drops. In addition, we presented  
three striking dresses to three lucky  
door-prize winners.

Only "outside" delegation of re-  
sponsibility went to Bob Gardiner of  
Holley Associates, with whom we  
have an exclusive arrangement for  
the development of "in-store" fix-  
tures. Bob went over plans of the  
hotel with us and created an actual  
record store on the mezzanine of the  
hotel, complete with every up-to-date  
self-service fixture.

Review of planning should take  
place in all conventions. We checked  
everything twice — and then again.  
Several days in advance of our meet-  
ing, we had a five-hour conference  
with the hotel staff to finalize policy  
on tipping, menus and service. Most  
hotels of the luxury class offer a spe-  
cialty; the Americana's is a Luau, a  
Hawaiian nighttime feast with sumptu-  
ous food and exotic drinks, against  
a backdrop of the ocean, illuminated  
by flaming torches. It was a high  
spot and a marvelous change of pace  
after two meeting days. In these  
same pre-convention days, we were  
able to arrange limousine service to  
handle almost simultaneous arrivals  
of 700 people at different airports,  
providing VIP treatment for each  
couple.

Our meeting schedule, which pro-  
vided for no session longer than two  
hours, eight in all, was scanned for  
timing. We made sure that ample  
time was allowed during each for  
play and relaxation.

On the fifth and last day we pre-  
sented our slide filmstrip, which re-  
sold all the merchandising theories  
and concepts threaded throughout our  
sessions. It brought the meeting to  
a close on a real sound of triumph—a  
standing cheering ovation.

When the last guest checks out of  
the hotel, enthusiastic, informed and  
able to sell our new product, the real  
work of the convention begins. Our  
distributors fan out around the coun-  
try for dealer meetings, in which  
12,000 retailers will hear our mes-  
sage. And just as important for com-  
pany morale, at each of the Columbia  
factories in Terre Haute, Ind.,  
Bridgeport, Conn., and Hollywood,  
Cal., the presentation will be re-  
peated for the people who actually  
manufacture our products. In this  
way the convention is brought home  
to everyone associated with Columbia  
Records.

In a few weeks, we begin making  
plans for "Convention '58." The End

## Columbia's Hints for Sales Convention Publicity

BY DEBORAH ISHLON

Director of Public Relations, Columbia Records

A national sales convention is an ideal occasion or "peg" for telling the story of a company. Good on-the-spot coverage, in addition to advance publicity, enhances the significance of a company meeting in the trade and public mind, gives attending salesmen an added sense of prestige.

**DO** consult with top convention planning group as early as possible to formulate plans for press coverage. Consider possibilities for local coverage, i.e., in convention city and in home towns of attending salesmen. (We sent advance notices.)

**DO** consider the possibility of inviting members of trade or business press to attend convention as your guests. Company policy will dictate what meetings are "closed", if any. Company officials should be prepared to spend time on interviews with attending members of the press. (Columbia invited representatives from leading trade journals *Billboard*, *Home Furnishings Daily* and *Cash-box* to fly down from New York City to cover its convention; local representatives of *Wall Street Journal* and *Variety* were apprised of convention activities.)

**DO** canvass the hotel city press thoroughly and well in advance of convention. Local media are frequently ignored in the quest for national coverage; no efforts are made to facilitate their coverage leading to resentment of the company involved. Local business, entertainment and possibly women's departments of newspapers should receive advance information and photographs. Arrange as much specific coverage such as interviews by telephone before arrival in city. Also canvass local television stations for possible filmed coverage of convention delegates or guest, if newsworthy. Airlines' press representatives can also be helpful in producing added local coverage and photographic facilities.

(Business sections of both Miami papers carried stories prior to or concurrent with convention; Miami *Herald's* Women's Section devoted front page spread to interviews with artists Leonard Bernstein and the Hi Lo's, all interviewed, photographed and in the papers on sale in the hotel drugstore within eight hours. Miami *News* columnist covered the show, reviewed it at length several days later. Local TV stations alerted to arrivals of recording stars, photographed them at airport for news shows. Two full banquet tables were reserved for local and national press in attendance.)

**DO** contact the publicity director of the hotel as soon as it is selected. Edward Eicher of the Americana was invaluable in suggesting sources of local coverage, assessing personnel and materials necessary for coverage and assisting in banquet night seating. Hotel should provide easily-accessible room for press headquarters, with typewriter and telephone facilities both for company publicity staff and working press use.

**DO** bring adequate staff to handle press coverage, allow sufficient time for completing arrangements initiated by mail, and for unforeseen problems of secretarial work, messenger-service, etc. (On hand to handle press with me was Walter Robinson, manager, popular records publicity in my department; also the department's staff photographer Don Hunstein. In addition, we arranged for special banquet coverage by concession photographer in the hotel to give Columbia complete file of banquet table groups. Note: Be sure to clarify in advance exactly what events concession photographers may cover for their own sale purposes.)

**DO** plan completest possible photo coverage of the convention. Pictures of meetings, casual lobby encounters, informal poolside groups, rehearsals, etc., will be useful for file and rich source of picture story material in press.

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"at home" leaving  
your sales force cold?



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## COLUMBIA RECORDS SALES CORP.

A Division of Columbia Broadcasting System, Inc.  
The Columbia Records Sales Corp. has been in New York, since 1929.

August 8, 1957

Mr. Charles Craddock  
Americana Hotel  
Miami Beach, Florida

Dear Charles:

Now that all the features are over and the meeting here to my New York office, my attention is turned to let you know what the Columbia sales thought of their 1957 sales convention which recently concluded at the Americana Hotel.

To sum up the general comments -- "It was the best convention we have ever had!"

Needless to say, we owe you a lot of thanks for your generous support and help in making this affair such an outstanding one.

The hotel is magnificent, the food wonderful, and the staff the nicest I have seen in many years. Here's hoping you will relive my feelings to all the people working behind the scenes at the Americana.

It was a real pleasure working with you and here's looking forward to seeing you again in the near future.

Sincerely,

Sincerely,

*Charles Craddock*  
Mr. Craddock  
Sales Manager  
Columbia Records

15-107



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OCEANFRONT 88th to 89th STREETS  
BAL HARBOUR, MIAMI BEACH, FLORIDA

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## It's what others say....

Let the men who've "met" here be your guide! Plan now to hold your next meeting at the universally acclaimed hotel that has everything—the 1957 new, 475-room Americana! Meeting rooms and facilities are unsurpassed; you'll have the aid of one of the nation's outstanding convention directors and his capable staff; you'll enjoy food that is already world-famous...

In any of five distinctive dining areas. And now we offer a magnificent 18-hole private Golf Course for your after-meeting enjoyment... In addition to our 600 feet of tropical beach, our pool and colorful cabana colony, our 10 full acres of gardens and pleasure facilities! No wonder delegates stand up and cheer when they meet here!

## COMBINED CONVENTION

(continued from page 45)

with the Record Division. There were two major reasons for finally choosing the latter course: company's traditional philosophy of mating records to phonographs, first of all; second, a joint convention would give us the biggest possible send-off, particularly for new distributors. We wanted them to acquire a feeling and identity as part of the big, glamorous Columbia show-business family. Our new distributors were no novices, of course; they had been associated with big companies such as General Electric and Sunbeam. But this was their first year with Columbia and we wanted to show off our entire company as well as our line of phonographs.

The Columbia Records group advised us of its hotel choice and scheduled date. We promptly sent our own inspection team to survey the hotel premises. The largest room, Bal Masque nightclub, was to be used for daily convention meetings, so we wanted the second largest room available. We wanted a room with flat, unbanked floors with maximum display space so that distributors could walk around easily, inspect the phonographs conveniently. We wanted to be away from the beaten track in the hotel, preferably away from the lobby area (high fidelity is wonderful but it's loud and we also wanted to control traffic in and out of the room). For our purposes, the Floridian Room, on the lower lobby of the hotel, was ideal.

Our next problem was to check the dimensions of the room, then call in an interior display expert to plan highlighting of the various models, advise on color schemes for backdrop draperies and displays. He devised a large center table, which pyramided our portables and capped the display with a revolving stand for our new transistor radio.

Against the walls he ranged our various console models. Our \$700-and-up instruments were treated like the handsome furniture they are intended to be, set in angled alcoves, flanked with potted plants.

The strikingly modernistic lobby of the hotel was an ideal showcase, we thought, for a phonograph display. We set a revolving display platform on the upper level of the lobby, just opposite the registration desk, mounted our two most expensive phonographs (top price tag—\$1,995) on the turntable and gave every new arrival a traffic-stopping preview of the models to be shown later.



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Downtown Minneapolis

## For better and BETTER SALES MEETINGS

- CONVENIENT DOWNTOWN LOCATION
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  - MEETING ROOMS — SAMPLE ROOMS
  - TWO BALLROOMS — ENTERTAINMENT
- OUTSTANDING GUEST ACCOMMODATIONS

the **Radisson** hotel  
MINNEAPOLIS

Teletype: MP 423  
Phone: Federal 3-2181

Our teacher campaign had actually started two months earlier. We began a series of inquiries to distributors about their warehousing facilities, asking if they had a minimum of 8,000 to 10,000 feet available. We were flooded with queries. One fellow even came to see us with his projected new grounds plan under his arm to ask what was going on. We told them to wait and see. We had already alerted our field men to the coming need for suitable warehousing and display space. A month before the convention we asked them to re-evaluate their distributors' situations.

Finally, two weeks before the convention date, we loaded our top-secret new models into two moving van trailers and set off for Florida.

We had some stiff competition ahead, for our phonograph presentation we knew. Not only would our distributors already have seen competitive merchandise before they saw our line, they would have spent a day listening to the dazzling presentation for Columbia's records. We had scheduled our meeting for the evening of the first day, thus leaving ourselves three additional days—and a gala banquet—to set individual meetings with distributors, answer questions, display models in every detail.

Before our meeting began, the phonographs were carefully hidden from view by banks of draperies. Field men were stationed along the route to the meeting room to greet arrivals—and prevent peeking. At the meeting we told the capacity gathering about our new line of 38 models, the industry's most comprehensively priced, and about our merchandising program, the industry's most extensive.

William Bachman, our research director, gave a scientific exposition of our newest development, D.E.P. (Directed Electromotive Power) which provides complete control of bass distortion with a device never before used in commercial sets. Sales Manager Jim White outlined the major features of our product and plans—and then we drew back the curtains.

There was a positive stampede around the sets. Our meeting closed at 10.45 PM, but the display room was still busy at 2 AM when we decided we'd better close for the night. At 8 AM when I came down to unlock the display room, which we kept carefully closed at non-exhibition hours, I found three distributor delegations waiting for me, eager to hear the models again. One of the three had even placed his order the night before. By the time check-out hour



*Northwest Orient Airlines proudly announces*

## IMPERIAL SERVICE

*featuring complimentary Champagne*

Delegates arrive at the convention relaxed and refreshed when they fly Northwest's wonderful new Imperial Service . . . continental cuisine . . . reserved seating . . . cocktail service . . . radar-smooth flights in any weather. So wherever you're going, fly Northwest Orient Airlines new Imperial Service.

*31 years of superior Airmanship*

## NORTHWEST *Orient* AIRLINES

*NOW! Fly your family with you for half-fare on Saturdays  
as well as Monday noon through Thursday noon*



### International Amphitheatre

Home of the Chicago Automobile Show—Chicago National Boat Show—Chicago International Sports and Outdoor Exposition—International Live Stock Exposition—International Kennel Club Dog Show—International Dairy Show and Rodeo—The Chicago Home of the National Metal Exposition—International Heating and Air-Conditioning Exposition, Republican and Democratic National Conventions, National Packaging Exposition, Materials Handling Exposition, National Machine Tool Builders' Show, Road Builders Show and other leading Expositions.

585,000 Sq. Ft. Exhibit Space

ARENA Seats 12,000 and is Air Conditioned

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Parking for 6,000 Cars

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Adjoining Stock Yard Inn and the Saddle & Skoin Club,  
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Wide range of private rooms for business and social events. Accommodations for 15 to 1000 persons. Excellent air-conditioned facilities.



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Scene of the Capitol's most famous and successful functions for many years. Complete facilities from very small to very large groups.

### IN CLEVELAND Hotel CLEVELAND

25 handsomely decorated, air-conditioned rooms. Private meeting, exhibit, banquet rooms available, accommodating from 20 to 1300 persons.



### IN CHICAGO EDGEWATER BEACH HOTEL



Well-appointed rooms to accommodate 10 to 1000 persons. New sound system with disc recorder, inter-room communications. Muzak available.

### IN BOSTON SOMERSET HOTEL and KENMORE HOTEL

Complete convention and banquet services up to 1200, at the Somerset. New superb facilities at the Kenmore for large meetings and banquets.



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National Sales, Edgewater Beach  
Hotel, Chicago.

arrived on Monday, everyone had signed an order, an unusual departure from our past sales convention experience. Distributors customarily wait until they go home to think things over before they order. We had exceeded our most optimistic goals.

Of course a dramatic product does much to sell itself. But in the days that followed our meeting, every distributor told us how impressed he was with the convention and presentation as well as the product. Our non-record distributors had never witnessed such a spectacular show and our record people thought the integrated impact was tremendous.

Furthermore, our subsequent dealer meetings will follow the same pattern; they will be held in conjunction with record dealer meetings, according to a previously-scheduled joint agenda.

Perhaps the most gratifying comment on our convention plans came from one of our top distributors, a veteran of decades in the record and phonograph business. He came out of our first meeting, looked around the room at the crowd of phonographs and salesmen and said, "This is General Motors!"

I couldn't resist the reply: "Great—now all we want is General Motors' share of business!" **The End**



ADVERTISING STAFF had as much fun as its guests at *Newsweek's* penny arcade.

## "Penny Arcade" for Hospitality

*Newsweek* magazine entertained National Industrial Advertisers Assn. delegates with a "Penny Arcade" in keeping with the informal, non-sell policy followed by *Newsweek* in 10 years of maintaining hospitality suites at the convention.

Objective, maintaining sound customer contact without actually selling, was carried out with "games of chance" which offered an amusing diversion from convention business, and which were installed in the Carpenter suite at the Waldorf-Astoria.

The games, selected from New York's Tenth Avenue "game" market, included a "grandma," otherwise known as a fortune-telling machine; a "peep" movie hand-operated by a crank; and a mirth-provoking photo machine which produced snapshots of guests as *Newsweek* cover subjects.

The suite offered *Newsweek* staff-

ers a chance to mingle with guests who visited the arcade while still manning the games. These staff members were easily identified by their straw boater hats banded with *Newsweek* cover colors, red and yellow.

Prior to the convention, members of the sales staff had mailed colorful handbills to all delegates who were expected to attend. These gay invitations were printed in red and yellow, with a "Barnum and Bailey" lettering proclaiming the fun to be had in the *Newsweek* suite.

Another feature which drew delegates for return visits to the *Newsweek* suite was the nightly drawing for tickets to "Auntie Mame" and "My Fair Lady," two of the hit attractions of the current Broadway season.

**The End**

*the*  
**convention spot**  
*that has*  
**everything\***

As many of our convention visitors have put it, "Here's one place where business is a pleasure!"

And no wonder! When the day's meetings are over, you're only minutes away from your favorite form of fun—playing golf, ice skating, shooting trap or skeet, fishing, swimming or just sitting and soaking up the sun.

We would welcome the opportunity to show you how nicely our facilities will fit your convention requirements. For free convention folder and the complete story, just write Mr. Winston McCrea, Manager, Sun Valley, Idaho.



#### MEETING ROOMS

No. of Rooms	Max. Capacity
OPERA HOUSE	500
DUCHIN ROOM	100
SLALOM ROOM	100
Numerous smaller rooms	20 to 50

#### BANQUET ROOMS

No. of Rooms	Max. Capacity
LODGE DINING ROOM	350
CONTINENTAL	600

*Liquor by the drink available per state laws except Sunday and designated holidays.*

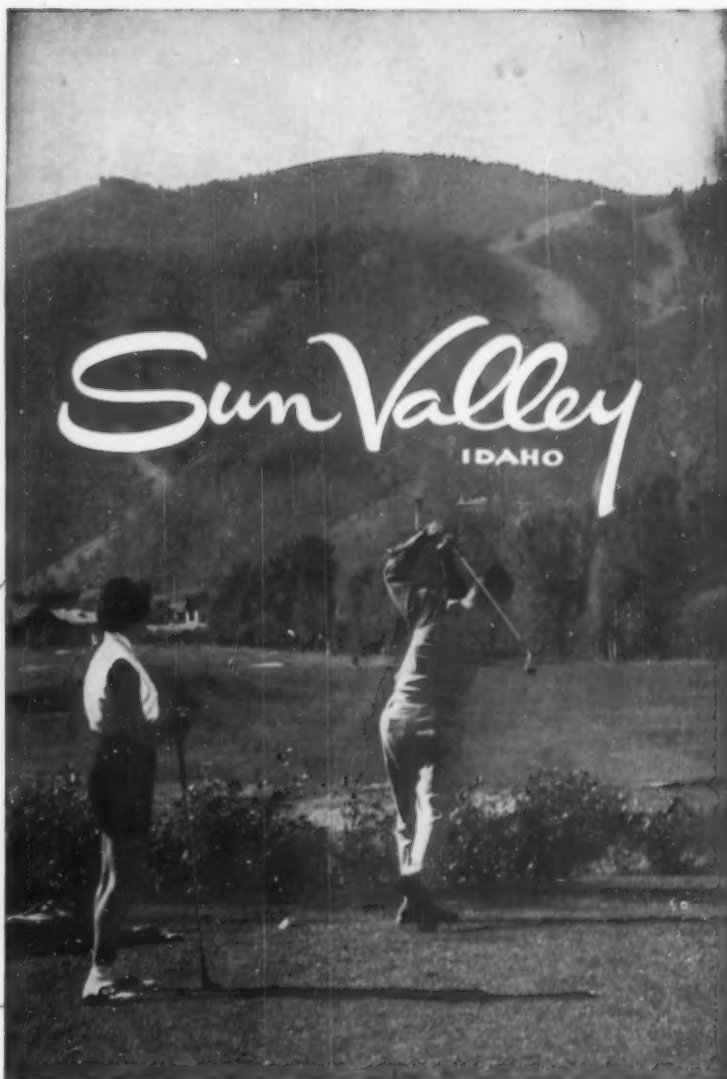
#### RATES

**AMERICAN PLAN**  
\$15 per person, two  
in a room  
\$18 per person,  
single room

**EUROPEAN PLAN**  
RATES ON  
REQUEST

#### CAPACITY

Sleeping accommodations for 500 persons



\***GOLF • TENNIS • SWIMMING**  
**HORSEBACK RIDING • FISHING**  
**SKEET AND TRAP SHOOTING**  
**MOVIES • BOWLING**  
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From Denver to Honolulu—from Vancouver, B. C., to Los Angeles—each Western Hotel provides meeting rooms, food and beverage service, and living accommodations of the highest calibre. So practical—so convenient—it's a pleasure to conduct business where all your needs are agreeably considered!

NOW on Waikiki Beach, in addition to the popular Long House and Dome Convention Hall, the NEW Hawaiian Village Hotel affords even more deluxe conventioning pleasure. This 14 stories of brand-new convention and living facilities, in a tropical paradise, is now, more than ever, the place to go—and only a flight away.

Further information may be obtained by contacting the manager of any of these fine Western Hotels.

## WESTERN HOTELS

Vancouver, B. C.: Georgia—Seattle: Benjamin Franklin, Olympic, Roosevelt—Spokane: Davenport—Tacoma: Winthrop—Bellingham: Leopold—Wenatchee: Cascadian—Portland: Benson, Multnomah—San Francisco: St. Francis, Sir Francis Drake, Maurice—Los Angeles: Mayfair—Palm Springs: Oasis—Denver: Cosmopolitan—Salt Lake City: Newhouse—Boise: Boise, Owyhee—Pocatello: Bannock—Butte: Finlen—Billings: Northern—Great Falls: Rainbow—Honolulu: Hawaiian Village.



THERE'S "SELL" built into this exhibit with its living-room appearance.



WITH SHIFTING OF FURNITURE, exhibit has been in several shows.

## Let's Talk Business —In the Kitchen

New approach to exhibiting creates home-like atmosphere in exhibit booth. Books conceal products; TV set shows sports movies with product commercials; tables hold parts and snack bar converts into work bench for demonstrations.

BY GENE P. ROBERTS

General Sales Manager, The Weatherhead Co.—Fort Wayne Div.

The man's grey flannel suit was rumpled, his loosened tie hung limply from his neck and he had his coat

flung over one shoulder and was hanging on to it with one finger.

"Look," he said to the weary guy

**Merchandise . . . personalize . . . advertise**  
**in ONE low cost**  
**promotion!**



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*Now used successfully by major airlines and leading resort hotels, handy, colorful NATCO Bags provide the perfect give-away or promotion piece for manufacturers . . . hotels . . . motels . . . railroads . . . bus lines . . . steamship lines . . . travel agencies . . . conventions . . . trade shows . . . sales meetings, etc.*

Available in a wide selection of standard styles or made to your specifications in nylon, plastic, or canvas. Order NATCO Bags with your company name and insignia imprinted on the outside.

ASK FOR COMPLETE DETAILS TODAY!



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RESORT MOTEL

The personal touches that make a meeting memorable, the assurance of your convention, no matter how small, being important (we book no confessions), the unforgettable atmosphere of South Sea Island seclusion in the midst of exciting Miami Beach—are yours only at the Castaways. Write for full details today!

- AMPLE FREE SELF-PARKING
- 304 UNIQUE ROOMS
- 3,600 sq. ft. AUDITORIUM
- 2 DINING ROOMS & BARS
- COMMITTEE ROOMS

- PRIVATE FISHING PIER
- 21" TV in EVERY ROOM
- 3 SWIMMING POOLS
- 350 ft. PRIVATE BEACH
- 100% UNION-AFL-CIO

Lee Garfield,  
Cornell '36  
Managing Director



ON THE OCEAN AT 163rd STREET • MIAMI BEACH, FLORIDA



The 1958 Season marks the opening of the newly enlarged Starlight Room, comfortably seating convention groups up to 600.

## BELLEAIR, FLORIDA

More than the extensive convention facilities and ideal physical layout, it's the friendly spirit and old-fashioned hospitality that attract so many groups and conventions to the Belleview-Biltmore. Cheerful, efficient service from the moment you step across the threshold. Accommodations for groups up to 600. 36 holes of championship golf on the grounds. Complete Resort Facilities.

Groups from the following companies were recently entertained at The Belleview-Biltmore: Esso Standard Oil, Travelers Ins. Co., Beneficial Mgmt. Co., Pure Oil Co., New York Life, Aetna Life, Northwestern Mutual Life, Ice Cream Mfgs. Assn., I.B.M., Amer. Dermatological Assn., Gen. Cable Co., Nat'l. Lumber Mfrs. Assn.

DON CHURCH, Manager

standing next to him, "I'm beat. Let's call a halt."

"I'll buy that," said the other, "but where do you sit down in a trade show?"

Luckily, the portion of the show one had seen included the Weatherhead House, and they made for its comfortable sanctuary without delay.

## Unusual Approach

We feel that the Weatherhead House is an unusual and unique approach to trade show exhibiting. It has already caused considerable comment in the industrial field. Designed specifically for Weatherhead by Harvey G. Stief, Cleveland, the "House" has appeared at the Plant Maintenance Show in Cleveland, January 28; Materials Handling Show, Philadelphia, April 29; the Coal Show, Cleveland, May 13; and Mid-Atlantic Automotive Show, Boston, May 23. It's scheduled for appearances in Cleveland for Instrument and Automation Show in September and in Chicago for National Metals Show in November.

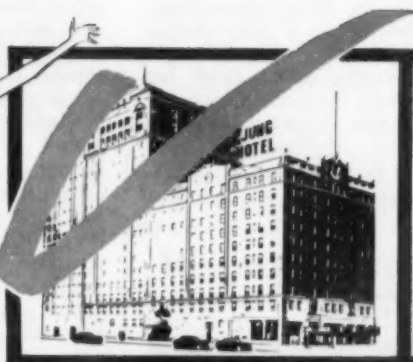
Weatherhead House is not actually a house, of course, but it does give the appearance of being part of a roomy comfortable home. Measuring 10 by 20 feet, it consists of two rooms—a living room and kitchen. A plexiglas wall, four and a half feet high, encloses the "House" and, where show rules permit, aluminum tubing is used to create a three dimensional impression with twine stretched over the aluminum framework to give the added impression that Weatherhead House is a comfortable part of a normal home.

Inside the living room are several easy chairs, a sofa, some modern lamps and tables. What looks like a television set entertains visitors with the latest sports movies interspersed with color films of Weatherhead products, plants, etc. A large coffee table fronts the couch and a huge picture window at the back of the living room adds graciously to the overall impression. Separating the living room from the modern up-to-date kitchen is a snack bar. Wood grained kitchen cabinets, a kitchen table and chairs, are set off by an unusual copper tile used in the kitchen decor.

## Engraved Plexiglas

Other than the words, "Weatherhead House," engraved in plexiglas, there is little at first glance to readily identify the booth with any particular firm — except that the name

# By popular vote!



The favorite is New Orleans' famed Jung Hotel. Largest and finest convention facilities in the South, 1200 guest rooms, 12 exceptional meeting rooms, Hugh Tulane Room for up to 2,000 persons equipped with massive service elevator and stage; completely air-conditioned, TV, radios, fabulous steaks in the Charcoal Room, beautiful cocktail lounges, experienced convention staff.

## The JUNG hotel

NEW ORLEANS

Completely Air-Conditioned An Affiliated National Hotel

TEXAS: Austin—the Stephen F. Austin, Brownwood—the Brownwood; Dallas—the Baker and the Travis; El Paso—the Cortez; Galveston—the Buccaneer, Galvez, Seahorse, Jean Lafitte and Coronado Courts; Laredo—the Plaza; Lubbock—the Lubbock; Marlin—the Falls; San Angelo—the Cactus; San Antonio—the Menger and the Angeles Courts

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MOhawk 4-5100 Cleveland Prospect 1-7827  
46-98-92 Galveston Southfield 5-8536

ALABAMA: Mobile—the Admiral Semmes; Birmingham—the Thomas Jefferson. WASHINGTON, D. C.—the Washington. INDIANA: Indianapolis—the Claypool. LOUISIANA: New Orleans—the Jung and the De Soto. NEBRASKA: Omaha—the Paxton. NEW MEXICO: Clovis—the Clovis. SOUTH CAROLINA: Columbia—the Wade Hampton. VIRGINIA: Mountain Lake—the Mountain Lake, the Monticello.



## PICTURE YOUR SALES MEETING OR CONVENTION AT THE CARIBE HILTON

An exciting Caribbean holiday awaits you and your family at the glamorous Caribe Hilton in colorful San Juan . . . only three hours from Miami, five hours from New York.

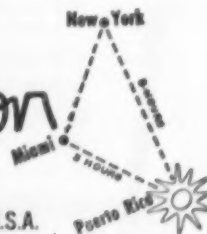
Here, in an enchanting island setting, you will enjoy delightful days swimming in the ocean or pool (private beach and cabanas at front door), fishing, sailing and playing tennis. Evenings you'll dine and dance in the gay Club Caribe. The air-conditioned Caribe Hilton has 300 rooms, each with bath and ocean-view balcony. A new wing with 100 rooms will be ready in December 1957.

Plan now to visit The Caribe Hilton!

Travel does not involve passport, customs or currency exchange problems.

# Caribe Hilton

SAN JUAN • PUERTO RICO • U.S.A.



After your Miami convention is adjourned . . . vacation at the Caribe Hilton.

A Grand Award for Salesmen . . . it's a real sales incentive to spark any contest and make every man double his quota.

For information or literature: Joseph T. Case, Sales Manager, Hilton Hotels International, The Waldorf-Astoria, New York 22, N. Y., Telephone Murray Hill 6-2240.

"Weatherhead" is as familiar to users of our products as the name "Eisenhower" is familiar to the average citizen. For the record, the Fort Wayne Division of Weatherhead manufactures automotive parts, fittings, drain cocks, flexible fuel lines, power steering hose, window vents, dash controls and a wide variety of steel and brass fittings for industrial use as well.

The booth's sales appeal is quiet, almost unobtrusive, yet from experience we know it leaves a lasting impression. Once inside Weatherhead House, for instance, a trade show visitor

will discover that the famous Weatherhead logo—a "W" pierced with an arrow—is neatly woven into the drapes. Yellow and black drapes (Weatherhead advertising colors) frame the large french window wall whose separate windows turn into display cases for Weatherhead products at the flip of a light switch. Glass-topped coffee table houses a display of smaller parts. Snack bar which separates the kitchen from living room easily opens into a work bench where salesmen and technicians can quickly show off various Weatherhead products to their best

advantage.

There are no crates or corrugated boxes full of parts lying around. Parts are safely stored in the kitchen cabinets. Another unusual fixture is the built-in book case which provides Weatherhead salesmen with an excellent hidden sales tool. This small, open shelved book case, to the left of the large french window, holds what appears at first glance to be a number of technical books. Once opened, however, the books are found to be hollow with an actual cut-away sample of a major product mounted inside. Book titles, by the way, indicate their hidden treasure, i.e., Brass Tube Fittings, Ermeto Tube Fittings, Reusable Hose Ends, etc. By keeping these product samples out of sight, except where in actual use, Weatherhead maintains the appearance of a normal, pleasant-looking living room.

Weatherhead House is part of a new overall approach to advertising. Founded in 1921 in Cleveland by A. J. Weatherhead, Jr., we claim that The Weatherhead Company is the world's largest supplier of OEM parts and fittings to the automotive industry. Beginning with the manufacture of a simple drain cock in a Cleveland garage, the firm now has six manufacturing plants, two ware-



## For service that's different...

Western's celebrated "Champagne Flights" are America's smartest air service... reserved seats, gourmet dining, vintage champagne and orchids for the ladies!

## to Convention Cities that are different

Las Vegas • Reno • Palm Springs • Los Angeles • San Francisco  
San Diego • Seattle • Portland •  
Salt Lake City • Denver •  
Minneapolis-St. Paul

### Write...

Convention Department  
6060 Avion Dr., Los Angeles 45, Calif.

**WESTERN  
AIRLINES**



Mr. "K" Presents

**YOUR KEY  
TO BETTER**

*Sales Meetings*



### Big City Facilities With A Small Town's Convenience

- ✱ The Midwest's best bet for sales meetings and convention groups from 25 to 300 people.
- ✱ 8 minutes to airport — 3 minutes to railroad station.
- ✱ Friendly, intimate atmosphere... a little city exclusive.
- ✱ Air conditioned guest rooms and meeting areas.
- ✱ Subway connected to other downtown hotels.
- ✱ Six hundred and fifty luxurious rooms.

Write or call Earl L. Jorgensen, Director of Sales and Public Relations, for complete details and colored brochures.



ONLY

**58**

## STEPS TO THE NEW COLISEUM

### WORLD'S LARGEST EXPOSITION CENTER

Yes, we counted them—only 58 steps from our 58th St. entrance to your exhibit at the Coliseum.

Make your headquarters here at the Henry Hudson Hotel and save time, money and energy.

**1200 Rooms** **1200 Baths**  
**Single \$5 to \$8** **Double \$9 to \$15**  
You'll enjoy The Voyager, our new dining and supper club. Entertainment by name bands. Now open—New Chart Room Bar and Restaurant.

• Banquet and Meeting Rooms  
• Ample Parking — 2 Cocktail Lounges.  
Swimming Pool and Sun Decks  
Complimentary to Guests

**ALBERT F. KOENIG—Gen. Mgr.**

**Frank W. Berkman, Dir. of Sales**



*Henry  
Hudson*

**HOTEL  
CO 5-6100**

353 W. 57th St., New York 19, N. Y.

SM/SEPTEMBER 6, 1957



houses and three different divisions, including a wholly owned Canadian subsidiary.

Largest of the three divisions has headquarters in Indiana and four of the six plants are operated by this Fort Wayne Division. Weatherhead House is the traveling trade show exhibit of this specific division alone.

The new advertising approach is intended to reflect the firm in its best light as the leader in its field. A dignified institutional advertising series is now being carried by several trade magazines; four-color Kodachrome covers now dress up its catalogues; and we feel that Weatherhead House gives a Cadillac atmosphere to its participation in a trade show.

Reaction to Weatherhead House has been excellent. Trade show visitors who have seen it generally regard it as sort of an "oasis" in a desert of complicated technical exhibits with high pressure selling techniques to further weary the onlooker.

From the planter in the front window to the guest closet, Weatherhead House represents a new concept in trade show exhibiting. As for its impact in actual sales, it's still a little early to say. We do know however that it certainly has increased inquiries about our products.

## ONE OF AMERICA'S FINEST HOTELS



A \$2,000,000 RESORT  
FAMOUS FOR CONVENTIONS

IN MAY, JUNE AND SEPTEMBER

ALL GUEST ROOMS AIR-CONDITIONED  
ALSO NEW OLYMPIC SIZE SWIMMING  
POOL ON FRONT LAWN

Magnificent Music Hall and theatre, seating 900... sand beach and boardwalk... our own 18 hole championship golf course called "One of the best in the country", by the N.Y. Times... 4 splendid clay tennis courts... all out-door sports... wonderful fishing, motor boating and 580 passenger sightseeing steamboats leaving from our own dock... 45 minutes to Saratoga.

One hour from LaGuardia Field by Eastern Airlines... less than 5 hours from Grand Central... wonderful auto trip on the new thruway.

**SAGAMORE**  
ON 32-MILE LAKE GEORGE  
(Queen of America's Fresh Water Lakes)

**BOLTON LANDING, N. Y.**  
NEW YORK CITY OFFICE — 1481 Broadway  
Wisconsin 7-3700

We know that other manufacturers had commented favorably upon the idea and that the kitchen of the "House" always becomes a gathering place where old friendships between manufacturer and distributor can be cemented and renewed and new friendships are gotten off to an easy, friendly beginning.

We've found that it's now possible to deal with distributor problems in person through this type of exhibit. Either John Allen or Ed Duffy, sales managers, Industrial and Automotive Distributor Divisions respectively, accompany the exhibit, which is used

for both industrial and automotive shows. A distributor with a problem is invited into the kitchen, where problems can be discussed and ironed out quietly and, most important, privately, despite the usual hustling and bustling that exists in trade shows everywhere.

We at Weatherhead are quietly enthused about our "House." I believe that this new approach to trade show exhibiting will pay off, not only in dollars and cents, but in goodwill and long range appreciation of Weatherhead as tops in its field.

The End

## To get things done... and have more fun

COME TO POINT CLEAR, YOUR PRIVATE PLEASURE-LAND!



- New Lagoon Room
- Skylounge
- Club House Loft
- Championship Golf Course
- Deep-sea cruisers
- Swimming pool and white sand beach

Distinguished cuisine and service, plus luxurious comfort and the privacy of a 350-acre estate have established Grand Hotel as a favorite resort for discriminating guests. Add to these features the finest of meeting rooms and you have all the facilities you could ask for a successful, enjoyable meeting! Available all year, except March and April.

Maximum 200 persons (120 double rooms and suites)

For Convention Information Kit, write James H. Pope, Convention Manager, or Harry A. Peters, Jr., Director of Sales

**GRAND HOTEL • POINT CLEAR • ALABAMA**

Murray Stevenson, Vice President

## Grove Park Inn

ASHEVILLE, NORTH CAROLINA



## Make it a Vacation-Like Meeting

... with inspiring results

Accommodations for 350... Banquet seating for 600 and Convention seating for 550. Completely redecorated. Private swimming pool overlooking the Golf course.

CLAIRE PERKINS, Sales Manager  
GEORGE J. STOBIE, General Manager

JACK TAR—Galveston, Texas  
PORT HARRISON—Clearwater, Florida  
FRANCIS MARION—Charleston, South Carolina  
JACK TAR HOTEL in the Keys—Marathon, Fla.  
THE GROVE PARK INN—Asheville, N. Carolina  
JACK TAR ORANGE HOUSE—Orange, Texas

PREPARE TO BE PAMPERED



## WIDE USE APPLICABLE FOR RE-ENACTMENT TECHNIQUE

Technique described here deals with one application: motivating and educating managers in methods of hiring and training salesmen. While the group involved was 25 men, this technique can be used successfully for distributor meetings, large conventions, com-

pany sales meetings and trainee sessions. Although this illustration arose out of the problem of creating a "new look" for familiar topics, the method applies to such topics as new product introduction, advertising campaigns and other subjects.



### 1. RE-ENACTMENT

Jack Snow, Texas manager, re-enacts how he motivated one of his salesmen to open new accounts and get satisfactory penetration from established customers. Morrie Marksbury, at the "wheel", McGraw Hill's Northwestern district manager, plays part of salesman. Twelve re-enactment skits highlighted the three-day program.



### 2. APPLICATION PANEL

Following each re-enactment, a panel headlines broadest possible application of points brought out in skit. Seventy-five years of experience as McGraw Hill sales managers are represented by Austin Hogan, Wick Hoops, Ray Carlson and Jack Lind. Name cards feature initials "Q.Q." which stand for managers' hiring objectives: right quantity of quality salesmen.



### 3. BRIEF REVIEW

Bill Rados, sales training consultant, reviews fundamentals as third and final step. He buttons up practical applications brought out by the teams. Reenactment skits accounted for 80% of the 21 hours total conference time. For panels, new men were used after each skit.

# Re-enactment: Simple, Effective Technique

McGraw Hill field sales managers act out experiences at their annual meeting. Find 10 advantages to technique in discussing fundamentals that have been covered before.

**BY WILLIAM RADOS**  
Sales Training Consultant

What can you do to create fresh new interest at a sales meeting which emphasizes familiar old fundamentals?

That was the problem facing E. G. "Al" Maley, manager, Field Circulation Sales, McGraw Hill Publishing Company, when he sat down to plan his department's annual management conference, only to realize that everything had already been covered numerous times in the many prior annual meetings.

For years McGraw Hill field sales managers had been subject to intensive training on two key subjects which constitute their daily job duties—hiring and training of salesmen. Fundamentals had become thoroughly familiar through a barrage of manuals, charts, slides, recordings, bulletins, assignments, quizzes, case problems, discussions, unrehearsed interviews of genuine applicants. You name it and McGraw Hill has used it.

Management rightly felt that insofar as fundamentals were concerned little more could be done. But in the realm of application there was room for improvement.

Here was the clue that cracked the case:

If we could only unlock the crammed warehouse of accumulated manager experience, we would arouse fresh new enthusiasm. But experience had taught us that managers (just like salesmen) *do not* relish preparing papers to deliver before their associates.

McGraw Hill found the answer in a simple but highly effective technique—namely, manager re-enactment of his own solutions to actual hiring or training problems. By cast-

ing an associate in the part of "salesman," the resulting dialogue brought a high degree of realism into the meeting. Preparation was a cinch, and best of all the event was well received.

To capsule the program, it was a three-day session concentrating on problems of finding, selecting, selling, training and developing salesmen with re-enactment skits on 11 major topics.

These are the advantages of a re-enactment skit:

1. Assignments are accepted with good grace. No tension.

2. Rehearsal—what there is of it—amounts to a few minutes review with the "salesman." Several of the re-enactment teams completed all preparations on the bus, or on arrival at the convention hotel.

3. It is some psychological quirk, but managers who tremble at the thought of addressing an audience, find it carefree fun to talk to the "salesman" and allow the audience to eavesdrop. This feeling of confidence gets over to the audience.

4. Since the re-enacted subject actually happened, both actors and audience accept the lesson 100%—a result not always attainable when a

skit or speaker deals with theory.

5. Ensuing questions from the floor are much more to the point.

6. Immediate attention is focused on each new program topic since it starts, not with a speaker, but with a re-enactment.

7. Application panel, which follows each skit, has the valuable assignment of confirming the universal application of the re-enacted solution to all managers present. Again, it's not a boss who is telling them; it's their own associates—with consequent increased urge to better performance.

8. Every man gets into the act. In this McGraw Hill case, since the audience was small, every manager appeared in at least one re-enactment skit plus one panel. Since this particular program required 72 assignments, even the largest conventions would allow a considerable percentage of the sales force to get into the act.

9. Formal review of fundamentals, which I handled as sales consultant, coming after the re-enactment and panel, occurs in an atmosphere of reality and therefore takes on proper perspective.

10. There is less work for the home office. Getting up a major meeting of the traditional type where management does most of the talking, you take a heavy toll of the brass. Days and weeks they give to preparation must be stolen from the ever-demanding load of the daily job. But with re-enactment counting for most of the convention program, home-office preparation load is enormously lightened.

These reasons explain the excellent audience reaction. Managers enjoyed the ease of preparation; top-level observers were amazed that audience participation could be maintained at high level for three solid days.

The End

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No Stage Fright and Little  
Rehearsal with This Method

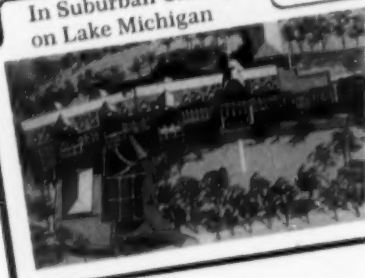
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Choose the

## Lake, Mountains or Ocean

for your next meeting!

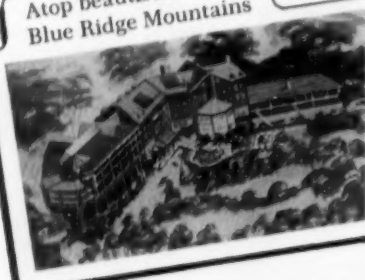
In Suburban Chicago  
on Lake Michigan



### HOTEL MORaine

Highland Park, Illinois

Atop beautiful  
Blue Ridge Mountains



### MAYVIEW MANOR

Blowing Rock, North Carolina

On historic  
plantation coastline



### OCEAN FOREST HOTEL

Myrtle Beach, South Carolina

Each hotel has: convention facilities for 300 . . . air conditioned meeting rooms . . . private swimming pool . . . nearby golf. Operated and managed by Richard S. Wright and Larry Boyle.

Address inquiries to Hotel Moraine



SWEET PERSONNEL at Information Center answered over 1,500 queries during the show.

## Where-to-Find-What Service

Sweet's is one exhibitor who is happy to send visitors to other exhibitors' booths. Tried as one-time shot, Sweet's Information Center works so well for visitors (and Sweet's), same exhibit is now scheduled for more shows.

Did you ever hear of an exhibitor spending all of its time at a trade show sending visitors to other exhibitors?

It happened, for the first time, at the Design Engineering Show, recently held in New York's Coliseum, where Sweet's Catalog Service operated "Information Center" especially for the purpose of sending visitors at the show to booths where products of specific interest to them were on display.

From all reports, Information Center proved successful and a boon to visitors, exhibitors, the show, and Sweet's.

Over 1,500 design engineers stopped at the Center to ask where they could find specific exhibitors; if certain companies were exhibiting; whether or not particular products were being shown and, if they were, by whom. Most referrals to booths were made in answer to requests for directions on where to find specific companies in the show, but over 400 referrals were made as a result of questions about products asked for by visitors who did not seem to know which exhibitors manufactured them. Some of these visitors mentioned products they were interested in by trade names, but could not remember

or did not know the manufacturers' names.

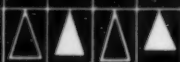
As a result, exhibitors with products to sell met prospects who had definitely expressed an interest in them and their products at Information Center. A spokesman for show management, Clapp and Poliak, Inc., states that Information Center was "... unique and helpful, and it contributed to the success of the show."

For Sweet's personnel, who planned and worked on the center two months before it opened, satisfaction came when they realized how many visitors and exhibitors were grateful for the service being performed.

First indications that the idea was well thought of came from exhibitors. Within two weeks after a questionnaire form was mailed asking them to list products they were exhibiting, or would talk to show visitors about, more than half of the show's almost 400 exhibitors had responded. Sweet's was able, a week earlier than had been scheduled, to start its staff of classification and indexing specialists to work on the all-important job of building a comprehensive product and trade name index for the show.

As it turned out, this was a lucky break, because that section was still

## THE BIG NEW NAME ON THE CONVENTION HORIZON



The

# Carillon

### MIAMI BEACH'S LARGEST HOTEL

#### OPENING DATE DECEMBER 15, 1957

Completely Air Conditioned

620 elegant rooms, suites and lanai suites

15 meeting rooms — specifically designed for conventions and sales meetings

Amphitheatre Convention Hall seats 1,200 • Banquet accommodations 1,000

Other rooms with capacities of 1,200 - 600 - 350 - 200 - 100

4 dining rooms featuring menus of international flavor • Many smaller rooms for committees - press - headquarters

Every modern meeting device — finest acoustics — complete audio and visual equipment — day-long comfort chairs — giant stage in convention hall — exhibit space — closed circuit TV.

Professional sales staff highly experienced in servicing conventions and sales meetings.

Enjoyment and relaxation facilities include: 750-foot private beach —

2 swimming pools — magnificent night club — palatial cabana club —

21" TV and circulating ice water in every room — extensive sports area.

*Mr. Sales Manager:*

*Special for you . . . write now for the Carillon Incentive Plan . . . A complete service from kick-off to pay-off.*

Write — wire — or call Edward J. Toole, Director of Sales, for complete "Carillon Convention Story". Choice dates available. Phone Miami: UNion 5-5734.



Alfred L. Kaskel, Herbert H. Robins, Executive Directors • Michael J. Kelley, General Manager  
**OCEANFRONT — 68th to 69th STREETS, MIAMI BEACH 41, FLORIDA**



## Get Your Message To Any Size Audience...

with this POWER-PACKED "PACKAGE"



**NEW  
1000  
WATT  
PROJECTOR**

**HI-POWER  
auditorium  
SOUND  
UNIT**

RUSH me the details on this auditorium  
sound slidefilm "package"

**DuKane Corporation, Dept. SME**  
St. Charles, Illinois

NAME \_\_\_\_\_

ADDRESS \_\_\_\_\_ STATE \_\_\_\_\_

CITY \_\_\_\_\_

FIRM \_\_\_\_\_

 **DuKANE**  
the proven name in  
audio-visual devices.  
Since 1922

## BUSINESS CONFERENCE...

### *Nassau Style!*

You'll GET MORE DONE on your conventions and sales meetings in Nassau... because you HAVE MORE FUN and relaxation during the hours in-between! Every sport under the sun... shopping and sightseeing for the whole family! Nassau is near, by plane and ship... and no passports are needed for American and Canadian citizens!



For Complete Information:

### NASSAU, BAHAMAS, DEVELOPMENT BOARD

MIAMI: 1633-34 duPont Bldg. NEW YORK: 308 British Empire Bldg.  
CHICAGO: 1210 Palmolive Bldg. DALLAS: Adolphus Hotel Arcade  
TORONTO: 407 Victory Bldg.

working on the master index up to the last possible moment. A supplementary index, covering late respondents and new exhibitors, was prepared in the final week before the show opened, and copies of this index were delivered from the printer just one hour before the doors opened.

The complete index had over 1,000 product headings (under which companies and their booth numbers were listed), and over 400 trade names. It comprised over 120 pages. The classification and indexing section required an investment of 300 hours in its preparation.

The index proved its value time and again, however, as show visitors asked for products and were directed to exhibitors who had what they needed.

In addition to the indexes, there were other helpful printed pieces at Information Center. One was an Information Center request form, on which the exhibitors who made the products of his interest were listed for the inquiring show visitor.

The other was a 32-page booklet, *A quick guide to catalogs for product designers*, which contained brief descriptions of 246 manufacturers' catalogs the show visitor could find in the 1957 Product Design File in his office.

Signs on all three floors of the Coliseum directed visitors to Information Center, and advertisements appeared in special show issues of design engineering publications telling potential visitors what the service would do for them. Direct mail was used, also, to get news of the idea around.

Sweet's exhibit was 24-feet wide. It was designed to look unquestionably like an information center—with high counters, and a rotating, lighted canopy. Backdrop for the Center was a 120-square-foot display of catalog covers, representative of the catalogs in Product Design File. Fred Wittner Advertising designed the booth, and Ivel Construction Corp. built it.

Originally, the booth had been planned as a one-shot affair. Success of the Center in providing a needed service to show visitors and exhibitors and in effectively dramatizing Sweet's role in marketing—that of bringing buyers and sellers together faster—changed those plans.

Sweet's is already working toward the Plant Maintenance and Engineering Show, due in January, 1958, where Information Center will go into operation again. Many things were learned in the first attempt which will make Sweet's Information Center an even more helpful addition to future shows.

The End

## Enjoy Our Golden Rule of Hospitality for Better Meetings



The Golden Gate is the perfect setting for a Sales Meeting, because every facility is designed to create sales radiation. From the new Convention Hall, where nine meetings can be held simultaneously, to our personalized sales meeting staff, with secretaries and photographers at

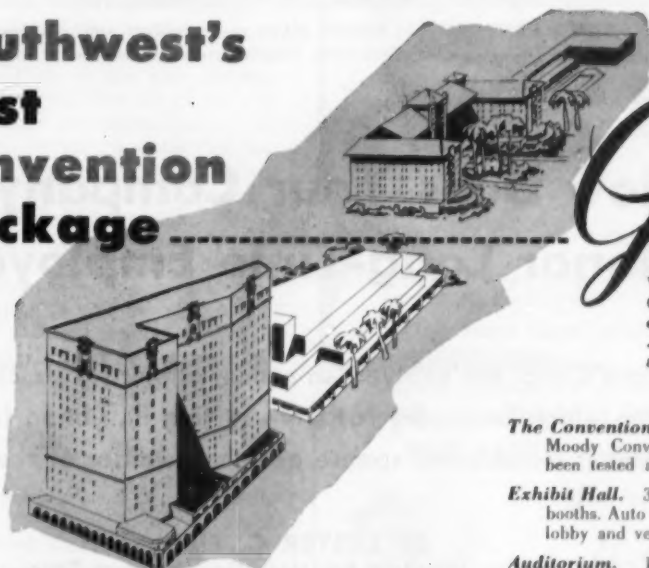
your service, the Golden Gate offers a complete sales package. Ideal air conditioned accommodations include hotel, motel, apartments and villas... three swimming pools... 500 foot private beach... two dining rooms... three cocktail lounges... dancing... continuous entertainment.

# GOLDEN GATE

For Full Details and Color Convention Brochure, write Dick Frey, General Mgr.

20 ACRES (OCEAN TO BAY) AT 194th STREET, MIAMI BEACH 41, FLORIDA

## southwest's best convention package



# Galveston

Versatile new convention hall, the Moody Center, flanked on both sides by excellent hotels, the Galvez and Buccaneer, ... at the heart of Galveston's beach, all three completely air conditioned.

**Hotel Accommodations.** Immediately next to the Moody Center, the Buccaneer and Galvez Hotels provide excellent accommodations for up to 1,200 delegates. Both hotels have been rehabilitated and refurnished. Completely air conditioned, TV and radios, exceptional food and service are standard features. The Galvez swimming pool is available to guests of both hotels. Total housing on Island for up to 3,000 delegates.

**The Convention Center.** New standards are set by the Moody Convention Center. Every desirable facility has been tested and provided to assure maximum efficiency.

**Exhibit Hall.** 31,000 sq. ft., divisible by folding walls. 200 booths. Auto entrance from street. All utilities, 2,500 sq. ft. lobby and vestibule, check room, drug stores.

**Auditorium.** 19,480 sq. ft., 5 level terraced. Divisible by folding walls. Capacity: meetings — 3,500, banquets — 2,500. 50 exhibit booths. 90' x 50' stage; scenery loft, 7 dressing rooms, theatrical lighting, auto and loading ramp from street. 6 meeting rooms. 4,900 sq. ft. dance floor. Two way escalators. Closed circuit TV, big screen projection, broadcast facilities, projector, public address and tape recorder. Kitchen adjoins auditorium for quick food service.

**Factual File Folder.** Comprehensive file folder giving all details, floor plans, etc. of both hotels and the Convention Center gladly sent upon request. Write to Convention Dept., Affiliated National Hotels, P. O. Box 59, Galveston, Texas or call Galveston 5-8536.

# Business is a pleasure



*...when  
meetings...conferences  
...forums are held at*

## *Historic Williamsburg*

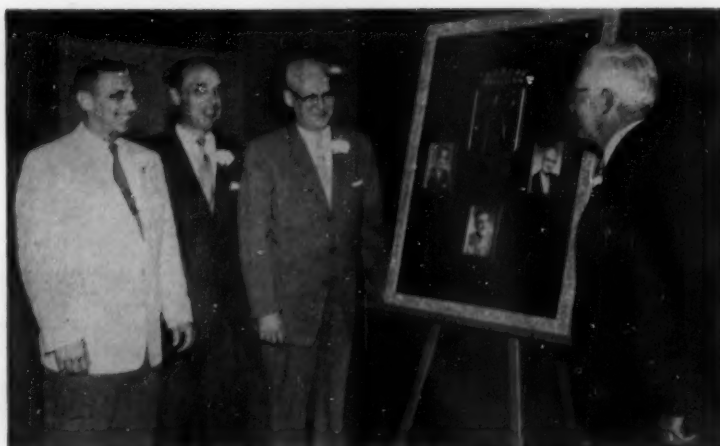
Virginia's restored colonial capital offers an ideal setting for top-flight meetings and conference groups in all seasons. The Williamsburg Inn & Lodge are now joined by a great new modern facility, the Williamsburg Motor House, to provide fine accommodations for groups up to 400 persons.

Conference delegates and their families can combine business with an enjoyable holiday in the eighteenth century city. Tours of the famous historic buildings, craft shops, plantations, gardens, the carriage rides, and complete recreational facilities combine to promote full attendance for meetings at...

### **WILLIAMSBURG INN & LODGE AND MOTOR HOUSE**

*For booklet and information write:*

William E. Bippus, Hotel Sales Manager,  
Williamsburg, Virginia or call New York,  
Circle 6-6800; Washington, EXecutive  
3-6481; Chicago, MOhawk 4-5100.



PHOTOS DISPLAYED of new 25-Year Club members (left) at entrance to hall. At right is Stanley H. Hobson, Roper president. Guest speakers at dinner are always varied.



TWO-TIERED HEAD TABLE at banquet places club president and wife, master of ceremonies and guest speaker at top table, incoming members and wives at front table.

## **How Does Your Company Honor Long-Time Employees?**

Roper Corp. has evolved an annual dinner for its 25-Year Club which keeps dry rot from setting in. Important to event is inclusion of spouse of each member of the club.

**BY LESTER C. FILL**

*Director, Industrial Relations, Geo. D. Roper Corp.*

A quarter of a century is a sizeable chunk out of any man's life. When an employe has served his employer for 25 years, he likes to have it recognized. And in hundreds — and possibly thousands — of companies

around the country, an evening a year is set aside to raise the hat in salute to the veterans at a company sponsored Quarter Century Club dinner.

Like any meeting, a dinner for company service veterans can slide ef-



fortlessly into a pattern. It can become, as the years pass, a fatiguing repetition of the year before. Most enterprising companies guard against this creeping paralysis by insisting on change of pace, change of scene, change of mood. To make the annual 25-Year Club affairs memorable to all, year in and year out, somebody must work at it.

At the Geo. D. Roper Corp., Rockford, Ill., we have been working at the change of pace in our quarter century affairs since the year they originated. We do not claim unqualified success nor do we always adopt a pattern we have found successful. Every year's affair brings its new challenge.

### Trial and Error

We have learned by trial and error. We believe we have eliminated much of the haphazard. And we realize that we still have a way to go. There are some procedures, however, which we follow in a general way, and these might be of value to others. Although these suggestions apply essentially to meetings of employees, it occurs to me that they might have some application to sales meetings, too. Sales meetings are not completely immune to dry rot; they can become static, too.

Roper 25-Year Club was established several years ago to provide a specific mechanism for the recognition of our quarter century service veterans. Prior to that time the procedures of recognition were loose and informal. We recognized that, in our old timers, we have a wonderful reservoir of company loyalty and affection, and that to ignore it or to neglect it would be poor policy but it would also be poor human relations.

The annual banquet to honor our service veterans was a natural outgrowth of the formation of the club itself. In the eight years of the club's sturdy existence, we've learned some things and here they are:

### Site Selection

In probing around for guidance, we found that quarter century clubs select varied sites for their annual affairs—some are lavishly set in exclusive clubs; others are cramped into company cafeterias. At Roper we sensed the need for holding this annual affair in a setting that would be both attractive and comfortable. We wanted our employee members to be impressed—but not overwhelmed—by their surroundings. So, for the eight years we have held the banquet,

On your Convention  
meet with more success at the

**BALMORAL**



**MORE Convention Facilities** 11 fully equipped meeting rooms seating 10 to 575 theatre-style and 725 banquet-style. 3 dining rooms. Garden banqueting in the "Glen."

**MORE Special Services** Publicity and promotion • Most up-to-date convention equipment... complete projection and public address systems.

**MORE Recreation Facilities** 6 acres of tropical loveliness • Every room with private terrace and ocean view • 2 blocks of private ocean beach, pool, cabanas • Balmoral Club and Embassy Supper Club. Gourmet dining • Free parking FULLY AIR CONDITIONED.

Convention staff directed by **IRVING RUDD** will be on hand to offer you new and helpful convention ideas.

\*Formerly Director of Public Relations for the Brooklyn Dodgers



OCEANFRONT at 98th STREET, BAL HARBOUR, MIAMI BEACH, FLORIDA

Here's a line on the ...

Hotel  
**New Yorker**  
• New York City

Excellent Convention facilities. Grand Ballroom will provide approximately 10,000 square feet to accommodate 1400 for Meetings and 1300 for Banquets. Many other Function and Meeting Rooms available.

Direct subway tunnel to Pennsylvania Railroad Station and Long Island Railroad. Garage.

For Convention information write, phone (1-0212) 3-1000 or Teletype (NY 1-1354) Jack Potter, Director of Sales, or contact our nearest Convention Office.

Washington, D. C., Executive 3-6481; Cleveland, Prospect 1-7827; Chicago, MOhawk 4-5100

JOSEPH MASSAGLIA JR., President  
CHARLES W. COLE, Gen. Mgr.



34th Street at 8th Ave.



Other MASSAGLIA Hotels

- Hotel Miramar Santa Monica, Cal.
- Hotel Sainte Claire San Jose, Calif.
- Hotel Wilton Long Beach, Calif.
- Hotel El Rancho Gallup, N. M.
- Hotel Franciscan Albuquerque, N. M.
- Hotel Raleigh Washington, D.C.
- Hotel Bond Hartford, Conn.
- Hotel Sinton Cincinnati, O.
- Hotel Shervyn Pittsburgh, Pa.
- Hotel Park Lane Denver, Col.
- Waikiki Biltmore Hotel Honolulu, Hawaii

CHICAGO MIDWEST HEADQUARTERS  
BOOKING OFFICE • 200 E WALTON. DE 7-6344

World famed hotels—Teletype service—Television

**SOUTH CAROLINA'S MOST POPULAR HOTEL  
FOR SALES MEETINGS AND CONVENTIONS**

Charleston's Only Waterfront Hotel

**Hotel Fort Sumter**

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### Atmosphere Important

To us, atmosphere is of vital importance. The physical setting should be attractive, but a warm and friendly climate for the evening is even more

important. We want our veteran guests to enjoy themselves. Too, we want them to feel that we are honoring them. To help accomplish our two-fold objective, we invite wives (or husbands) of our club members to the dinner. We do not serve cocktails, for we feel that—while some would enjoy them—others might not be accustomed to them. We have never found it necessary to serve them to "liven up" the party.

Several attractive wives of 25-Year Club members greet guests as they come from the elevators. They pin small orchids on all the wives. Wives

of the new members being taken into the Club, as well as the new female members of the Club, are given large, be-ribboned orchids so that they will be recognized quickly in the crowd. This enables officers of the company to identify them and welcome them individually, since they are "new-comers." Inviting wives, we feel, has definitely helped us accomplish our two-fold objective: first, the new member is made to feel more comfortable, and second, his wife is on hand to witness his recognition. She takes as much pride in it as he does. She is also pleased with the tribute paid her as his helpmate during his years with the company.

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**Furnace Creek Inn, Death Valley National Monument, California.** Accommodations for groups up to 175 November 1 to May 1. Write Manager, Fred W. Witteborg.

or Fred Harvey Reservations Office, 530 W. 6th Street, Los Angeles 14, California. Phone: TRINITY 8048, Teletype: LA 1465.

**El Tovar Hotel, Bright Angel Lodge, Grand Canyon National Park, Arizona.** Accommodations for groups up to 200 October 1 to April 30. Write Manager, William W. Wallace. Phone: Grand Canyon 40, Teletype: GRAND CANYON 3661.

Or contact Fred Harvey, 80 E. Jackson Blvd., Chicago. Phone: HARRISON 7-3489, Teletype: CG 2462



### Few Include Wives

If you do a survey job on 25-year club dinners, you will find that relatively few companies include the wives of employes, at their 25-year club dinner. This, to us at least, is a catastrophic oversight. From the beginning we have sent invitations to the homes which include wives (or the husbands of female employes). We know from observation and experience that these affairs are looked forward to with relish by the women.



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We fully recognize that the "little woman" is often the greatest single influence for keeping her husband steadily at work, and that if a family hasn't loyalty to a company, no company loyalty really exists. Wives of members (and particularly wives of new incoming members) are our Roper royalty. In addition to the orchid given each wife at the end of the ceremonies the floral table decorations are drawn for and the lucky wife winner at each of the several tables proudly carries her flowers home.

#### Face Older Members

New members and their wives are seated at a long table in front of—and at a slightly lower level than—the speaker's table. That way they face the older members who are seated at round tables which accommodate eight—a company official, his wife, three members and their wives.

Many a quarter century club meeting has fallen flat because of the platform incompetence of the master-of-ceremonies. Roper considers itself fortunate in having, as its perennial chairman, E. Carl Sorby, vice-president in charge of public relations.

He is active in association work in the gas and gas appliance industry and is much in demand as a speaker in outside fields as well. He has the advantage of knowing virtually all employees by name, and knowing something about each. He is a polished performer on the platform, charming his audience, and he leads the community singing. Under such direction no dinner could fail.

One of Sorby's effective techniques—admittedly not original but highly productive of good fellowship—involves the strolling musicians' group. We engage a professional trio, who

move affably among the tables, playing tunes of the members' choice.

#### Varied Tastes

To create the proper atmosphere, we consider it important to bear in mind the varied tastes of the guests. Some are elderly; others, who started young with the company, are still young. We have several nationality groups. We have executive members and working men from the shop. What appeals to one will not always appeal to the other so the program

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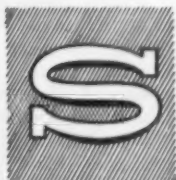
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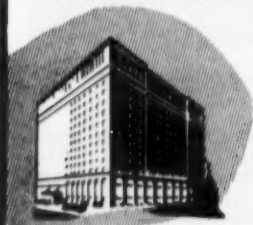
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is balanced.

This is reflected most sharply, I think, in the selection of our speakers. These are always outsiders. They are chosen for the interest of their subject, their own reputations as speakers, and the difference in theme from the year before. One year we had Col. John Slezak, former Undersecretary of the Army, who talked seriously on the importance of being an American. A native Czech, he has registered a remarkable success in business and industry, and his remarks—addressed to many of foreign extraction—had deep personal meaning.

### Speeches Vary

Fred Smith, business executive now turned consultant, talked on the art of getting along with people. It was a light brisk talk that cheered as it instructed. Another year, with change of pace in mind, we brought to the 25-Year Club rostrum Guy Banister, then chief of the Federal Bureau of Investigation in Chicago. He talked about civic responsibility, juvenile delinquency and—of course—prevention of crime.

Last year, still in a change-of-pace mood, we invited Norma Lee Browning, well-known roving reporter of *The Chicago Tribune*, who recited her experiences in exposing the practices of quack doctors, dope addicts and other specimens of human flotsam embraced in Browning newspaper coverage.

In 1957, we believe our 25-Year Club hit upon a unique form of presentation which possibly deserves a somewhat fuller description than the other programs. Theme of the talk this year was "Behind the Scenes in Television," and the program was offered by Mel Galliard, a veteran of both radio and TV, affiliated with WBBM-TV, Columbia Broadcasting System affiliate, in Chicago.

### Amusing Sidelights

After Galliard had recited some amusing sidelights of life in the television trade, he broke his presentation into three fascinating parts. First he described the making of a television commercial, and then proceeded to deliver one. It was based on a development in the Roper gas range which we manufacture.

He discussed next the television "gossip columnist" and then undertook a script, previously prepared of course, which included some amusing news item about every one of the hundred-odd members of the 25-Year

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Club. Thus, we accomplished a degree of recognition for our members which we had been seeking for a long time.

Galliant at this point borrowed a cue from the television quiz. He staged a quiz of his own involving four panelists representing shop and office. All questions were based on the history and personnel of the club itself, and the winner received a silver dollar as her reward.

### Dollar is Symbolic

The silver dollar is somewhat symbolic of Roper's 25-Year Club. It is used in an unusual ceremony performed by our president, Stanley H. Hobson, each year. Following the guest speaker's talk, the incoming group of members is welcomed by Hobson and then he personally gives to each member a bag containing 25 silver dollars, along with his certificate of membership. From time to time we have considered the practicability of substituting a watch or pin for the silver dollars, but the protests are immediate and violent.

Here at Roper we feel, perhaps a bit grimly, that before a company has a really successful meeting, it must have survived one or two mediocre ones. "Bugs" must be worked out, and there are many details that need attention at every such gathering.

Plenty of advance planning is accordingly important. We work at Roper on the committee basis, with members and the club president having definite assignments. The committee meets to review progress and to draw strings together prior to the dinner.

### Important Details

What are some of the "details" which seem so small yet, when things go wrong, loom so large? Here are a few:

**Speaker's microphone:** Is it properly positioned and is it working? What are we going to do if something suddenly goes wrong with the apparatus? Can the speaker be heard without it and from what spot are acoustics best?

**Food and service:** Is the food plentiful and are we assured that the service will be prompt? We work with the catering manager to make sure that we ourselves are cooperating completely.

**Handling of guest speaker:** Have arrangements been made? Will he meet, without delay or inconvenience, company officials? Will he be avail-

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able to meet and visit with members who might like to visit with him, as well as the press?

**Press relations:** Is the event being covered? Not every 25-Year Club event is of interest to the press, but in a small or medium-sized community it is. We send releases to the press, radio and local TV stations in advance and follow it up with news summaries and photographs, and personal appearances upon request.

**Member reaction:** Have we ascertained what the guests themselves think of the program, the food, the speaker? We conduct an immediate spot check of membership through the committee to see how well we have done. Good suggestions we file away, for guidance the following year.

Are there other memory-joggers worth listing? Here are a few more: Is the program in hand and will it be ready in time? Are the names in the printed program all spelled correctly, and was anyone overlooked? Have flowers been ordered and decorations arranged for? Have suitable arrangements been made for transportation of elderly members without cars? How are parking arrangements? Do guests know where rest rooms are located? Have plans been made for greeting guests on arrival, or must they stand helplessly around waiting to be noticed? Has the master-of-ceremonies planned an "up beat" finale, so that people go away happy? Is the program too long; too short? What replacements have been provided in case key people fail to show up?

No reader of this publication need be reminded that the successful meeting is the *planned* meeting. Successful conferences do not come off by accident; they are successful because they are planned, designed, built and re-built. Affairs for employees are subject to the same checks and balances: To make them memorable, somebody must roll up his sleeves and go to work.

In the field of the quarter century club, where it is the sponsor's privilege to honor the loyal, rewards are considerable. They come back in rich and gratifying abundance, in terms of laughter and applause of happy people. The End

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SM/SEPTEMBER 6, 1957

# Sightless Delegates: Challenge to Hotel Staff

Hotel employees trained in do's and don'ts for handling convention of 800 blind delegates. Special rules set up for each department to prevent accidents or embarrassment.

Physical arrangement problems are sufficiently numerous for a convention of 800 people. Imagine then the extra problems when those 800 delegates are without sight.

Such a convention of sightless delegates was held in July at La Salle Hotel, Chicago, when American Association of Workers for the Blind met. Most of the delegates were either totally or legally blind. Some were both blind and deaf. Only a few had seeing-eye guide dogs or constant companions.

All of them were living in strange rooms, eating in unfamiliar places, riding fast elevators, coming across unexpected flights of stairs, being introduced to myriad strangers and hearing a succession of unknown voices in the dark, all wanting to help.

Be eyes as well as helping hands was the La Salle Hotel's keynote of policy for its employees.

To implement this hypersensitive kind of guest relations, the La Salle's executive staff, headed by President Roy Steffen, General Manager A. M. Quarles and Sales Director M. P. Mathewson consulted with Chicago leaders in blind welfare and association heads elsewhere in the country.

Three weeks prior to the opening of the meeting, department heads and representatives, from the hotel's back stage to front desk, met with Holland Horton, president, Illinois Association of Workers for the Blind. His outline of both general and specific do's and don'ts for helping the sightless provided the framework for a new kind of employee responsibility. To those with average vision, it was very close to courtesy in reverse. Safety and personal embarrassment were factors as important as specific directions and guidance.

From this meeting was developed the master plan of instruction that went to each of the LaSalle's 700 employees for thorough study and practice.

General cautions for employees were many. Some pointers were:

Don't talk to a blind person as though he were deaf; the fact that he cannot see does not indicate he cannot hear well. Don't address a blind person through his companion. For example, don't ask his companion if the blind person wishes sugar in his coffee. Don't fail to inform the blind person where the speaker's platform is located at public gatherings when a public address system is used. This will enable him to face the speaker rather than, much to his embarrassment, the nearest amplifier.

Housekeeping staff of the hotel was alerted to these contingencies:

Don't think it unusual when a blind person asks for the location of the electric light switch. Often, this helps him to provide light for others.

Don't fail to speak, if only a word, on entering a room in which there is a blind person; it announces your presence and helps him to identify you. Don't leave a blind person after conversing with him unless you advise him that you are leaving.

Don't leave any unusual objects in a passageway or other place where blind people are in the habit of walking, such as carts, brooms or buckets. Don't displace objects in a blind person's room. This applies to the furniture as well. Don't leave a door ajar where there is a blind person. Always keep it closed or wide open; a half opened door is the most dangerous obstacle blind people encounter.

Brunt of heavier service and more personalized attention fell to employees in dining rooms. Their responsibility of easing the difficulties of dining that most plague the blind were underscored with the following:

Average blind person needs to be told the location of foods and plates. Most capable blind people are quite able to manage the eating problem except when it comes to cutting their meat, which is often a major problem when you are sightless. It is helpful

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when a waiter is observant and notices when a blind person has apparently overlooked some item of the meal which has been placed on the table. Incidentally, it is a good idea for the waiter when he brings something to the table to explain, "Here is your milk," etc. With a little practice it is easy for a skillful person to be quite helpful and still not give the blind person the feeling that he is incapable.

Most difficult service of all, however, was resisting the impulse to pet a blind person's dog. La Salle Hotel's strict orders were hands off. Some dogs when in harness have a highly

developed sense of protection which causes them to resent anything they feel interferes with themselves or their masters.

That blind people may cause emotional reactions in those who have their eyesight was an intangible point of concern to La Salle management, particularly public relations department.

Arthur L. Voorhees, rehabilitation specialist for Office of Vocational Rehabilitation, Washington, D. C., says, "We are not self-conscious about our blindness but other people are."

Yet, whatever initial hesitancy em-

ployes, public and press might have had in getting acquainted with the visiting blind was well controlled and certainly quickly dispelled.

Organization of press coverage by La Salle's public relations director began with a general release on the hotel's extensive training program and preparations for the meeting. This went out June 17 to wire services, local city desks, trade press, radio and TV news editors, commentators and magazines.

Exclusive items for local columnists were planted early because of the intervening July 4th holiday. Woman's angle was pre-covered by interviews with outstanding local workers for the blind who were also visually handicapped, written, of course, by La Salle's public relations. Ideas and suggested story slants were organized. Quotes were collected, such as: Ralph R. Ireland, executive director, Chicago Lighthouse for the Blind, once totally blind himself, says the attitude to remember is not that the blind can't see but that "they don't see so good."

A few ticklish problems arose in servicing the press. Advance abstracts and papers—speeches from the blind—were hard to come by. Braille notes were of no help. Many

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sessions were so highly technical it was difficult to pinpoint a newsworthy angle for the lay public.

In these situations La Salle's public relations recommended other human interest aspects to keep the meeting in the papers daily.

La Salle's sales department closely worked with the host committee in planning and executing all arrangements. Registration was handled with a minimum of confusion. Entertainment went beyond the usual breakfasts, receptions and banquets to include a private night club at the hotel with floor show and musical diversissements. Three sightseeing tours of Chicago landmarks were scheduled. Boat rides were enjoyed. Those members who belong to Lions and Rotary caught local luncheon meetings.

Displays were shown to the blind's advantage. Exhibited products included alarm clocks for those both blind and deaf (an electrical contraption placed under the mattress, which sounds its alarm by vibrating the bed), slide rules with calibrations in braille, a new type of single lens glass capable of magnifying print 25 times,

braille playing cards and games, gas stove lighters, braille tape measures, needle-threaders, writing guides, tools, handicrafts of leather and weaving.

No physical accidents of any kind were reported at this convention. Boy Scouts and Sea Scouts were stationed on every floor near elevators and a number in the lobby.

Chief security officer constantly marveled that "the blind aren't any trouble at all."

Far from being depressing, 800 blind men and women of all ages going about their own business and the business of humanitarianism were a

reassuring visual sermon. There was no mistaking their prevailing pride in self-reliance. High spirits and the appreciation of the lighter side of their sightless life went hand in hand with serious business of the hour.

"Give me five" was a greeting frequently heard around the La Salle—the invitation to shake hands.

General Manager A. M. Quarles says that "the inspirational impact of this meeting will be remembered for a long time to come. All of us will be that more conscious of our responsibility to each other."

It was the eye-opener of hotel hospitality at its greatest test. **The End**



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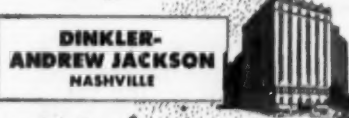
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Company keeps files of recordings made during meetings; checks them for new ideas from salesmen. Company even lets salesmen debate company policy at this do-it-yourself sales meeting where salesmen make the major presentations.

Why frustrate salesmen, whose forte is talking, with sales training meetings organized for listening? Put the salesmen in the act, with speaking roles, and they'll train each other!

Here's a way to insure the effectiveness of sales meetings, which must depend upon audience receptivity. Amazing programs can be designed to intrigue captive salesman audiences, but why neglect the one subject in which salesmen have a major interest — themselves?

Audience participation programs virtually guarantee attention and receptivity. By getting salesmen into the act and talking about themselves, their abilities, methods and problems, this do-it-yourself technique makes good use of group talent and experience.

Salesmen tend to resist and resent spoon-fed, pep-talked ideas, instructions and policies. Diplomatic and practical do-it-yourself approach is to use audience-participation features, such as:

### Benefits When Salesmen Do-It-Themselves

1. Better Morale
2. Planned Selling
3. Productive Use of Selling Time
4. Broader Territorial Coverage
5. Increased Product Knowledge
6. Profitable Use of Sales Experience
7. Improved Reporting
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9. Reduced Selling Costs

1. Questions and Answers
2. Forums
3. Debates
4. Demonstrations
5. What's Your Problem?
6. Group Sessions
7. Brainstorming



TELEPHONE SELLING technique is demonstrated by well-rehearsed team of volunteers and relayed to salesmen in the audience via a special loud speaker hookup to phone.

Organizing sales meetings for audience participation isn't easy. Yet the technique, as applied by Handy & Harman, of New York City, produces both for company and salesmen benefits well worth the time, effort and forethought. H&H sees nine net gains, as listed above. Long-time benefits are more difficult to evaluate, but they include the favorable reactions of salesmen and long-range improvement in their operations. H&H sees growth in better understanding of the sales job, smarter versatility in selling, better and faster sales thinking.

No special circumstances attend this company's use of the audience participation technique, nor are its sales problems unique. For years H&H has sold precious metals and materials directly to the arts trade in an established market. Now the company sells also similar metals and their applications through distributors in a broad industrial field, a pioneering and growth operation.

H&H industrial salesmen sell not only products and services, but new concepts of joining, such as brazing, which reduce design costs, simplify and accelerate product fabrication. Both arts and industrial salesmen must have comprehensive technical knowledge of their fields, but the company insists that the techniques for selling are needed by both.

This company views sales meetings as a production operation. Major end-products are better salesmen and bigger sales. Those are merely two of many potentialities. By tape-recording the meetings and indexing the records for future reference and use, the company's sales management has always on tap a fund of practical sales knowledge.

### Gauge Success

These records are used to gauge the success of sales policies, to evaluate the selling ability of various individual salesmen, to measure progress—including that of the sales-training program and the meetings—and to help to solve sales problems in sales districts. They have been found to be particularly valuable as aids to future planning.

H&H organizes the sales meetings with the cooperation of all departments—Sales, Sales Training, Metallurgical and Research, Production, Engineering and Advertising and Publicity. Major responsibility naturally falls on Sales Training. Other departments participate in planning so that their practical thinking can be incorporated in the scheduled discussion, debate, forum, demonstration,

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brainstorming and other sessions.

While H&H may not consciously have planned it so, participation of various departments in planning sales meetings works to make them more sales conscious. As a direct result, specialized personnel appear more aware that selling is as much a part of the company business as that for which they are responsible.

The company holds national three-day sales meetings every other year. Regional and district meetings are held annually, or as needs require. Emphasis is placed at alternate meetings on technical subjects and selling methods.

Programs open with the customary talks by company and departmental executives, but with these differences: Talks are brief. They incorporate the sales approach. While the talks cover business conditions, product research and development, new products, markets and services and company advertising and publicity, these subjects are directly related to present and prospective selling.

There are other speakers. One is the representative of a customer company. He's there to tell, briefly and plainly, what his company expects of salesmen. He describes how H&H salesmen look from behind his desk.

His talk, like all others, concludes with questions and answers. Salesmen ask questions not only for purposes of understanding, but to ascertain exactly how what is said applies to their selling. It is often the case when a new product is announced that salesmen have their sales campaigns outlined in their minds before the meeting ends.

Other speakers are recognized and respected sales experts. Their oars are dipped, briefly and shallowly, into meeting waters to comment on sales methods and problem solutions as recommended by the salesmen. In the H&H presentations, they function as "voices of experience."

Additionally, they are available for personal talks with individual salesmen about the techniques of selling. In fact, the H&H meeting sessions customarily are followed by continuing talk and discussion among the salesmen.

Except for daily announcements, and the minimum of presiding necessary to keep proceedings on the beam, that sums up the listening. Thereafter, H&H meeting programs go completely workshop.

Demonstrations are used to teach new or better methods of selling, and to improve sales techniques. Teams of salesmen, who volunteer for the jobs and are given a month to pre-





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pare, play their parts before a highly vocal audience.

Recent H&H demonstrations of telephone selling, for instance, were facilitated by loudspeaker hookups. Salesmen got impressive lessons in how to achieve more effective coverage of territories, to reduce the number of abortive sales calls and to improve customer relations. Without being told they learned the necessity of planning telephone sales talks so as to make the most of time and opportunities and, especially, to gain some specific objective during the first 30 seconds.

Subsequent criticism of the skit developed the need for quicker thinking and faster grasping of opportunities to make appointments, to sell or to provide services.

Forum sessions give salesmen practice in the preparation and delivery of subject matter before a critical group under competitive conditions. Basic objectives here are to train salesmen to think and to talk on their feet, and to develop the ability to put both sales talks and product information in the effective form and words which produce favorable results.

For these sessions, individual salesmen volunteer to prepare and make five-minute presentations on sales methods which they have tried and can recommend. They have to explain in detail—even defend—any portion of the presentation which confuses or arouses the critical audience. It is often the case that salesmen who have developed procedures yielding outstanding results will benefit their fellows by passing on the ideas and methods. Yet, again, presentations may arouse criticism and lead to discussion and subsequent improvement.

For instance, a salesman who outlined a masterly job of organizing his time and paperwork quickly was advised by his audience that visiting accounts only for the purpose of exchanging greetings and maintaining friendly relations is wasteful of time and opportunity. Talk business or service, he was told. Offer information, learn something new about the account, leave reprints of advertisements, but do something more than exchange "hellos." Any sales manager could have told him that, but it was more impressive—and memorable—coming from his fellows.

Debate sessions serve multiple purposes. They promote on-the-spot thinking and speaking. They introduce refreshing humor, but also they enable volunteer teams to argue with deadly seriousness H&H policies affecting sales. Standard debating procedures limit presentations to five

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minutes, rebuttals to three. Final decision is by balloting.

The very idea of debating company policies may sound like some form of corporate heresy. Possibly it is, but H&H thinking is that management may, in framing policies, have overlooked some important sales angles. Furthermore, encouraging salesmen to discuss all sides of policy subjects is a convenient escape valve for frustrations.

Debating such questions as: "Be It Resolved that, our services have a monetary value and should be billed to all except regular customers," has served to cross-fertilize thinking as

different slants and approaches are made by different salesmen from various districts.

That very question, brought before H&H salesmen good lessons in practical economics of selling, importance of good customer relationships, real value of H&H services, impacts of operating costs and dangers of price-cutting. The debate developed some of the legal angles and resulted in continuing informal discussion by salesmen of a moot question: "What is a regular customer?"

Problems of individual salesmen are posed at "What's Your Problem?" sessions. The idea sounds dull

and clinical. H&H dramatizes it by presenting problems and their solutions as dialogues in skit form. Problems are submitted by salesmen. Teams of their fellows volunteer to work out and present solutions.

Problems such as how to enliven sales talks which have gone stale and how to ascertain prospects' needs get the full treatment, both from the teams and audience. In practical effect, these problem sessions make good use of the experience of older salesmen and enable them to help with training the youngsters.

H&H finds that the hottest marketing problem of any moment may be that which psychologically road-blocks any individual salesman. The problem in itself may be unimportant and easily solved, yet it can be a negative influence which not only can lose sales but jeopardize the company's investment in the individual.

Of course, it would be relatively easy for sales supervisors to help with the solution. Exactly that is done. However, when individual problems tend to become epidemic, they're given the group treatment. A group presentation of how-we-licked-that-one can put several troubled salesmen back on the beam.

Group meetings at which salesmen raise questions and pose problems pe-

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GARRY HIERS, Director of Sales

culiar to the arts and industrial phases of H&H selling serve similar objectives but on a broader scale. These sessions are, in effect, meetings of group sales boards of directors for the consideration of everything pertinent to the business at hand. Presentation of subject matter by specialized personnel and free exchanges of ideas and experience, as well as of questions and answers, is facilitated.

Spontaneous and often hilarious yet invariably productive are brainstorming sessions. Customary procedure for promoting ideation is followed. As many as 65 ideas have been developed by H&H groups in 10 minutes.

For H&H, however, group ideation is only the beginning. Tape records of brainstorming sessions are gone over, ideas are committed to paper and copies are sent to all salesmen for use and application.

Here again receptivity is high and impressive, for the salesmen are getting suggestions which they and their fellows have made. It is also experience that the practice of brainstorming promotes quick thinking and concentration on the immediate problem.

Records of brainstorming sessions present graphic cross-sections of group thinking on sales subjects and problems. For H&H sales management, they are helpful agenda — lists of points to check, to correct or to do.

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In fact, H&H regards all the tape records as comprising a working library of sales information. Tapes of selected portions of national meetings go to district meetings for presentation. District offices tape their meetings for the benefit of home office and of other districts. There's time-saving here — and meeting-saving. Proceedings are recorded, exactly. Complete and convenient, they're available at a moment's notice.

H&H sees long term as well as the immediate benefits from its organized, recorded audience-participation sales meetings. Among them is the observed development of an efficient

sales force with business acumen adequate for the changing and challenging demands of the times.

But H&H is developing also the overall abilities of individual salesmen. Salesmen tend to think in terms of their own problems. Audience participation meetings, promoting group thought and action, help to shrink these problems to size and to bring into the individual salesman's perspective clearer views of the larger picture of company teamwork.

Possibly there's the biggest single benefit of audience participation meetings — teaching salesmen to "think company."  
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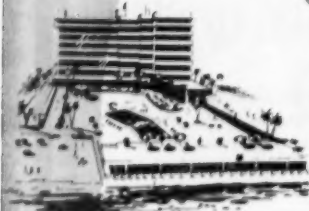
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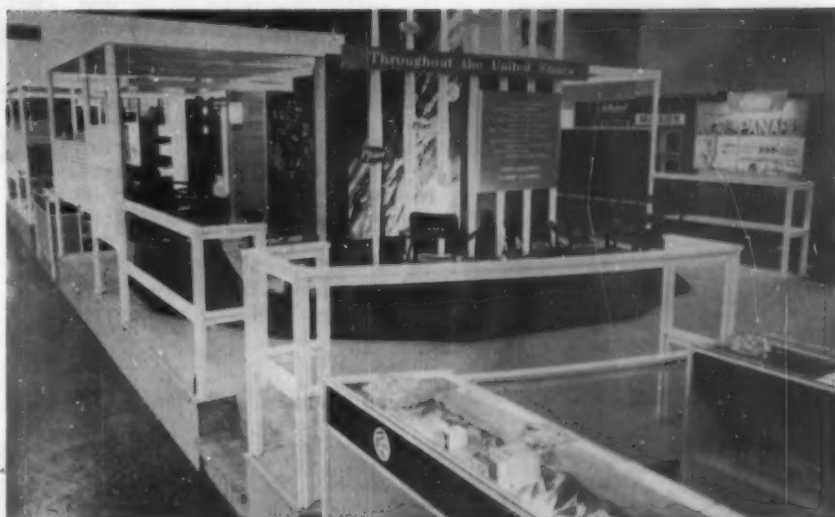
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PFIZER-ROERIG exhibit covered 1,200 sq. ft. with its 15 exhibit units carefully spaced to avoid "long alley" appearance. Chairs, mounted on conveyor belt, moved 18 feet per minute and allowed physicians a five to 10-second glance at each exhibit. Two girls were on hand to assist men on and off the moving chairs. Motorized trip through "Medicade" took just four and one half minutes. Pfizer placed special emphasis on mechanical devices to attract visitor attention.



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Chas. Pfizer & Co., Inc., played a quasi-host role at the recent annual convention of American Medical Association in New York City and came up with an ambitious exhibit and many embellishments to attract attention.

Because company offices are in Brooklyn, Pfizer felt that it must do something extra for the nation's physicians visiting its area. Thus it invested an estimated \$100,000 to ingratiate itself with doctors and capture a big share of "talk" at this

year's major medical convention.

Pfizer's divisions, Pfizer Laboratories and J. B. Roerig Company, mechanized its exhibit to the extent that doctors rode through it on moving chairs. Exhibit was designed by Display Studios, Astoria, N. Y.

"We must have looked at 200 chairs before we found what we wanted," says Charles Wood of Display Studios. Chair selected is a ship's officers mess chair. They are self-centering so that when put on a conveyor, they could be turned but would always adjust themselves in one direction—toward exhibit units.

Belt to move the 28 chairs around



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VICE PRESIDENT  
AND GENERAL MANAGER

M. P. MATHEWSON  
SALES DIRECTOR

the exhibit was made up of steel plates with a chair anchored to each. Plates were overlapped with nylon bearings between. Plates rode on roller bearing wheels and were driven by a chain underneath. While two friction-drive motors operated the chain, four motors were incorporated into the design to act as emergency auxiliaries in case of breakdown (which didn't materialize during the week-long show). Light and audio signals on a control board were made to signal difficulty with any of the four motors.

### Moved Slowly

Problem presented by the exhibit was to slow chair speed sufficiently so that doctors would have a five to 10-second glance at each exhibit and could get on and off chairs without danger. Two girls aided visitors to get on and off the conveyor.

Design-wise, 15 separate units had to be created to call attention to products, seven of which were introduced to the medical profession within the past year. Not only were 15 units created, they had to be set up so that there would be no long-alley appearance to the exhibit as the chairs rode along.

Called "Medicade", the exhibit covered 1,200 sq. ft. Among its display units was a 10-foot Japanese garden to suggest tranquility achieved with Roerig's anti-tension drug, Atarax. In the garden, water trickled over rocks into the pool bordered by exotic plants. Two Japanese girls in native costume presented fans to doctors' wives. Both girls are students, one studying dance in this country and the other a foreign student at Bryn Mawr College.

### Mechanical Devices

Almost every unit in the exhibit had some mechanical device. A distortion mirror (amusement-park type) with the aid of a flashing green light told the story of a drug to prevent motion sickness—almost induced by the mirror and light effects. Background music was used and no other sound was introduced into the exhibit to prevent interfering sound between exhibit units. All displays were designed for visual impact. One showed a stylized human hand print in plastic with a waterfall pouring over it to promote Magnacort, Pfizer's newly developed water-soluble steroid ointment.

Throughout the run of the show, a waiting line of between 30 and 50

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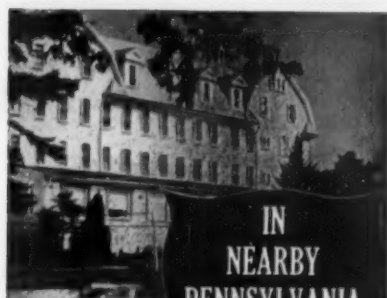
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During past five years Skyline has  
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90 miles from N. Y. and Philadelphia.

## the SKYLINE INN

AND COTTAGES

Mount Pocono, Pennsylvania  
Edward C. Jenkins, Manager



physicians and guests gathered to take  
a ride through Pfizer's exhibit. Not  
one of the 28 chairs ever went  
through the exhibit empty although  
the conveyor was in constant opera-  
tion.

## Free Rides

Detail men, Pfizer salesmen, stood  
behind sample counters and gave out  
tickets for a free half-hour ride  
through Central Park in a horse-  
drawn carriage. For the week,  
Pfizer had hired 25 cabs for seven  
hours each day. It paid Westside  
Livery Stables \$5,000 for this serv-  
ice. Tickets were given to physicians  
only and each doctor could take two  
guests with him for the ride.

An additional promotion tied into  
the convention was a tea and fashion  
show for the AMA Woman's Auxil-  
iary. This event attracted 560 ladies.  
Problem for Pfizer was that tickets  
were distributed by the auxiliary and  
when doctors stopped at the Pfizer  
booth for tickets, Pfizer salesmen had  
none to distribute. This was a mis-  
take for Pfizer. A few doctors  
couldn't believe that the sponsor of  
the tea wouldn't have tickets to dis-  
tribute and assumed that they were  
being discriminated against. Pfizer  
now knows that it should never turn  
over all tickets to such an event but  
retain some for requests that come in  
directly to its detail men.

For physicians with an interest in  
investments, Pfizer arranged trips to  
the New York Stock Exchange. Buses  
went to the Stock Exchange in  
the morning and afternoon for  
three consecutive days. Doctors  
signed up for the tour at the Pfizer

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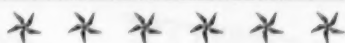
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A 16mm. sound motion picture featuring BORDEN and BUSSE

### SEE:

- ★ how sales champs weave a thread of closing all through the presentation
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- ★ how to translate product features into order-winning buyer benefits
- ★ how to rivet the customer's attention to the presentation
- ★ how winning salesmen ask for the order at closing time—repeatedly, if necessary.

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TRAINING FILMS

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booth. Only problem with this arrangement was that doctors who signed up for a trip two days away often didn't show up to take the trip. Those that signed up for the next day usually did show. Hence, Pfizer learned that on such an arrangement, never take reservations more than a day in advance. During a two-day interval too many things can crop up for a show visitor to change his mind about going on a tour.

### Dinner for 400

Friends of Pfizer's staff doctors were feted at a dinner during the convention. This dinner for 400 proved profitable. It cemented closer relationships and resulted in direct business after the conclave.

Of all Pfizer's promotional efforts, the exhibit itself captured the imagination of most show visitors. Moving at 18 feet a minute, the motor-

ized trip through the exhibit took just four and a half minutes but put individual emphasis on 15 products.

### May Rent 'Ride'

Not only physicians, but other companies were intrigued by the 105-foot conveyor belt. Pfizer has been approached to rent the conveyor for show use by other exhibitors and may be reimbursed for a portion of the cost to create the mechanized exhibit tour.

The conveyor can be readily shipped. It comes in 10 sections and the chairs are removed for shipping.

Although complicated, the Pfizer exhibit was installed in a relatively short time. Installation began on Friday noon and the exhibit was in operation on Monday morning.

Plate-belt arrangement was built by American Stage Equipment & Iron Works, Inc., New York City.

The End



SALES MEETINGS

*habaghl*

"Our new slogan, gentlemen . . . 'Sell More in Fifty-Seven or Get Out!'"



Opening Spring 1958

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wood, Dallas—the Baker and the Travis; El Paso—the Cortez, Galveston—the Buccaneer, Galvez, Seashore, Jean Lafitte and Coronado Court; Laredo—the Plaza, Lubbock—the Lubbock; Martin—the Falls; San Angelo—the Cactus; San Antonio—the Menger and the Angeles Courts. VIRGINIA: Mountain Lake—the Mountain Lake; Norfolk—the Monticello

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English Room—dining, 85—meeting, 125  
Tally-Ho Room—dining, 45—meeting, 50  
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Each room individually will accommodate 45 for dining and 50 for meetings  
Room 4—dining, 30—meeting, 40  
Room 5—dining, 50—meeting, 50  
Crystal Ballroom and Lounge—dining, 1,300—meeting, 1,500  
Texas Room—dining, 185—meeting, 225

Completely air conditioned  
Drive-in Motor Lobby  
TV and radios • Central Location





CAST WELCOME to "Once in a Lifetime" opportunity.



ADAM AND EVE Prospect sing of the features to be found in the new Edsel.

## First Dealer Meeting Is \$250,000 Show

Edsel puts on musical, "Once in a Lifetime," to introduce its new dealers to marketing plans. Show on the road to five cities then filmed for showing in Edsel's 24 districts.

BY LAWRENCE M. HUGHES

America met Ford's new Edsel for the first time this week—on Wednesday, Sept. 4.

But until last month, to many of a newly-recruited group of 1,200 dealers, the car was almost as much a

mystery as it was to the public.

Products of the new Edsel division of Ford Motor Co. and the marketing program for them came to life in "Once in a Lifetime," staged in central cities of the division's five regions across the country in two busy weeks from Aug. 3-17, and since put on in the 24 districts.

Theme: "This Is the Edsel."

For the regional meetings the show is part live, part film. For the districts the whole thing is filmed. Cost of the putting-together and staging came to \$250,000.



CHORUS ECHOES confusion in carmakers' magazine ads.



ROBERT COPELAND outlines Edsel advertising, sales promotion campaign.



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IRVING TILLIS Sales Manager  
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HOTEL and COUNTRY CLUB

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SM/SEPTEMBER 6, 1957

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Cabanas  
Doctors and Nurses  
Shopping Promenade  
Social Staff  
Solaria (Men and Women's)  
Special Service Manager  
Steam Rooms  
Valet Shop

This figure is only 1/1,000th of the \$250 million Ford already has bet on Edsel, and only 1/400th of the \$100 million the dealers are investing to set themselves up in Edsel business.

But it may set a record, for automobiles and other products. And even for showbiz, it's hardly small change. "Once in a Lifetime" cost as much as it did to put the stage production of "Oklahoma" on the road.

Combined audience of the five original performances was about 3,500—averaging 700 each and including dealers and their key associates. The show opened in New York City, Aug.

3, then went to Detroit on the 7th, Chicago on the 9th, New Orleans on the 13th, and wound up in San Francisco on the 17th. It runs three and a half hours—but rehearsals took a full day in each city. The traveling troupe—not counting Edsel's own participants—totaled 20. A 20-piece orchestra was hired locally. (New York orchestra came to 23, including a harp.)

Edselites call "Once in a Lifetime" the "first all-musical product introduction." All seven musical numbers were specially composed for it.

But actually most of the time is

taken in "talk" and exhibits. On film appear Henry Ford II, president; Ernest R. Breech, chairman of the board, and Robert S. McNamara, group vice-president, car and truck divisions of Ford Motor Co.

Live participants are five Edselites: Richard E. Krafve, Ford v-p and general manager of the division; J. C. (Larry) Doyle, general sales and marketing manager; J. Emmet Judge, merchandising and product planning manager; Robert F. G. Copeland, assistant general sales manager, in charge of advertising, sales promotion and sales training, and the regional manager—at "our" show, John F. Connors Jr.

Whole show is a "marketing theater." Every song *sells*.

"Once in a Lifetime" was produced by Regan Film Productions, Detroit, headed by Lawrence M. Regan—and chosen in competition with 40 other companies. Final revisions of most sections were made in late June, but some not until July 31—four days before the show hit the road.

Credits go to Edward Reveaux (former drama professor at Yale), who conceived and directed the production; Tom Thomas for films and presentations; Joe Stephano for music and lyrics; Frank Westbrook for



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**your convention  
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**ocean mile hotel**

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**250** ROOMS AND BATHS • ENTIRE HOTEL COMPLETELY AIR-CONDITIONED

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SALTWATER POOL • PRIVATE OCEAN BEACH  
NEAR 18 HOLE GOLF CLUB

REGINALD G. NEFZGER, PRESIDENT AND GENERAL MANAGER

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for Smaller Groups*

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- Modern meeting-banquet room accommodating up to 150... with facilities for exhibits
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HOTEL**

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The same hospitality as at our world-famous  
Toffenetti Restaurants in New York and Chicago



choreography; Frank Beery for arrangements; Exhibits & Displays, for scenery, and Warren Hart, film production manager. Gil Stevens directed the New York orchestra.

All of the cast are "brought into" the automobile business—first as prospects, then as Mr. and Mrs. Dealer and their sales and service people. Edsel's green "E" against white background dominates the scene.

Revolving podia for speakers swing out of sight for musical and "dramatic" numbers. Another feature is easy dissolves from live to film and back again. Larry Regan conceived the idea of having the brass introduce themselves. The president says merely, "I am Henry Ford II," and the final speaker, Edsel's general manager, says "My name is Krafve . . . It's the name that appears right alongside your name on the sales agreement between you and us."

The show itself develops largely as a "rehearsal." This technique is used to permit more concentration on, by repetition of, Edsel's features. It also helps to bring the audience into the act.

This biggest-ever new product birth stays close to biological and human realities. It starts with the division's first customers (as yet un-

sold), called Adam and Eve, and in later scenes keeps the stork busy. But because each dealer already has paid an average \$100,000 for his seat in the Edsel show, it sticks with economic realities as Edsel—and Ford—see them. It focuses on "good, profitable selling."

After nine years of gestation, Edsel's birth pangs began in the Grand Ballroom of the Waldorf-Astoria at 9 AM, with a 90-second overture.

Then Jack Connors walked out on the stage, introduced himself, welcomed the audience and introduced his district managers (Boston, New

York, Syracuse, Philadelphia and Washington) and some guests.

Edsel executives, he said, would tell them about the car's development and potentials. "We're not going to dazzle you with glamour—or give you the big pitch . . . But we are going to demonstrate to you today that we do want to be your partners in the success of the Edsel."

Singers come on stage and do "Howdy Partner:"

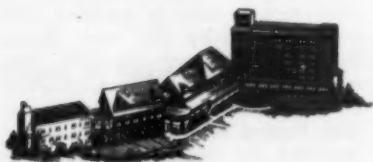
" . . . Howdy Partner

Howdy do.

The name is Edsel

And we're with you.

## No Competition For Attention



And everything to insure a perfect meeting on our 3500 acre estate atop the Poconos. Groups of 300 will find attractive meeting rooms, comfortable accommodations, superb bar and banquet service. All winter and summer sports. Only 100 miles from New York or Philadelphia.

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# POCONO MANOR

POCONO MANOR, PA.

JOHN M. CRANDALL, General Manager

SM/SEPTEMBER 6, 1957



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CASTLE IN THE CLOUDS offers so much for your relaxation...

*Swimming Pool • Scenic mountain bridle paths  
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Seven Meeting Rooms—largest seating more than 500...  
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of 20 to 40...dining indoors or out...newly  
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**HOTEL**

*Seneca*

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**your convention headquarters is the**

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400 rooms ... Erie's largest ballroom, seating 750 ... ample additional meeting and function rooms to meet your every requirement.

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500 pleasant guest rooms ... air-conditioned Ball Room seating 1000 plus 10 other modern meeting and function rooms.



**EVERYTHING THAT TRULY GOOD HOTELS CAN OFFER**

**Earl F. Campbell**  
Manager

**UNITED HOTELS**



Season:  
**OCTOBER 10  
TO MAY 1**

**Jack Stewart**  
Manager

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**PHOENIX, ARIZONA**

GOLF AT ADJOINING PARADISE VALLEY CLUB

NEW CONVENTION ROOM FOR GROUPS

"Yippe-ey

Yippe-aye

This is a once-in-a-lifetime day.

"The name is Edsel, we're on our way—

And this is a once-in-a-lifetime day!"

Cast exits through turntable entrances. Main curtain opens revealing full stage. Market panorama background is adorned by an ivory tower and a high horse. Larry Doyle enters and gets these two items removed. They don't belong in Edsel's dealer relations. Everyone is working together "toward a common goal—the success of the Edsel car."

### Put Facts to Work

Dealers learned many "facts" before they signed. But now they would learn "how to put them to work"—specifically in creating customers. Because Edsel itself is newly-created and its first customer is still to come, Doyle names him Adam.

Adam and Eve appear, fully clothed, and sing their motor car wants: elegance, smartness, economy, luxury, power, "loaded with features:"

"... We want our friends to understand,

When they observe our car—

That we're as smart and successful and grand

As we like to think we are ..."

One podium swings around for Emmet Judge. He talks "Past, Present and Future." Having lived the prenatal life of Edsel throughout its nine years, he must be qualified. The new middle-price line was Henry Ford II's conception—in 1948. The next year the Executive Committee pre-blessed the event. Styling began. The Korean war slowed things up. In 1954 the company's brass gave formal approval to get the baby born. Thus emerged the E-Car Program (*E*, at first, for Experimental) and the *E* division which—last November, from 18,000 names—happened to be named after Henry I's only son and Henry II's father.

The stork has been busy elsewhere. With the help, all told, of 36 slides, Judge shows that 65 million Americans have been born since 1938 (the year Ford's Mercury was born.) By 1965 U.S. population will reach 190 million; gross national product \$535 billion (from \$427 billion today). Our outlay for new cars will rise from \$19 billion in record 1955 to \$26 billion; our car "population" from today's 50 to 70 million.

But whereas GM and Chrysler

each has three middle-price cars, Ford has had only one—the Mercury. The other two companies do half their business in middle- and higher-priced cars, as against Ford's 20%. This makes for "disloyalty." Of Chevrolet owners who "buy up into the medium-price field," Judge says, "87% stay with the GM family." The Ford company, pre-Edsel, held only 26% of Ford car owners.

Edselites have taken a long, hard look at the large collective Customer. They think they know his wants, needs and motives; which makes of cars appeal to older and younger people, to men and women, and which are "associated with social status," etc. Edsel emerges as "the smart car for growing America."

#### Film on Features

Judge's talk leads into a film on "Edsel Features." It presents two characters. One is "Mr. James—half engineer, half stylist, never really identified." Like Judge, he has been around Edsel from the start. The other is "Suzy," his girl Friday, who has shared his problems and triumphs almost as long.

The U-shaped set might be the showroom at Edsel's hq. On side walls are announcement and display materials. Rear wall is draped as a backdrop for an Edsel Citation convertible on a revolving display mount. (Edsel's four lines, by price range upward, are Ranger, Pacer, Corsair and Citation.) On the left are working models of Edsel automatic gadgets.

#### Climax of Show

(This filmed sequence is in a sense the climax of "Once in a Lifetime." Meeting guide instructions tell how to "almost darken the room and slowly raise lights to hit car full" at the end.)

James is almost too aware of the fact that "20 hardboiled automotive writers" are due for their first glimpse of the Edsel in a few minutes. He knows his story pat, but he's nervous about it. (Music builds with almost a "heartbeat" restless quality.) James tells Suzy that "I've never had a job like this before. . . . The whole Ford company has put everything behind us."

Suzy tells him he knows the story cold.

That's what bothers him: "I know it cold. Too cold."

Suzy: "You're all mixed up in

## the Jefferson

hotel

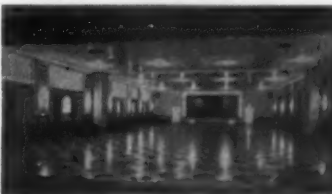
ATLANTIC CITY, N. J.

### Outstanding Facilities at Sensible Prices

If you plan to hold a convention or sales meeting in Atlantic City, it will pay to investigate the facilities at the Jefferson. . . . Atlantic City's leading moderately priced hotel. Famous for its excellent cuisine and outstanding facilities, the Jefferson's completely trained convention staff is your assurance of a most successful meeting.

- UNEXCELLED LOCATION—in the heart of the resort, convenient to railroad and bus terminal.
- BANQUET ROOM—seating 1230 persons.
- SEPARATE MEETING ROOMS accommodating 35 to 350 persons.
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- SOUNDPROOF, AIR-CONDITIONED auditorium.
- 468 COMFORTABLE ROOMS in the Jefferson and its sister hotels.
- EXPERIENCED STAFF to handle all details.

For complete details and information for future bookings, write, wire or telephone Charles A. Fetter, General Manager.



**Jefferson Auditorium**  
Atlantic City's Newest & Finest  
Completely Air Conditioned

## Designed for Business with Pleasure



### Casa Blanca Inn

SCOTTSDALE, ARIZONA

(10 miles from Phoenix)

#### —ARIZONA'S FINEST RESORT

- Guest Rooms—luxurious and spacious for 100 guests
- Meeting Room—beautiful and new, completely equipped for 200
- Dining Room—the finest of food for 150
- Cocktail Lounge—an intimate and appealing room accommodating 100
- A courteous, solicitous management and staff plans everything for the effectiveness of your business meetings and the pleasure of your visit
- Recreational facilities on our premises include a heated swimming pool, stables, putting green, tennis court and shuffleboard. Excellent golf nearby.
- A 2,800-foot runway for private and executive aircraft
- Group rates during November, December, January, April and May are very moderate.

Royal W. Treadway  
President & General Manager

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For your next national, regional or district convention, sales meeting or group get-together, you can't pick a better meeting place than one of these big Great Lakes cruise ships—the SS NORTH AMERICAN or the SS SOUTH AMERICAN. Let us tell you why.

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General Passenger Agent

**GEORGIAN BAY LINE** / FOOT OF WOODWARD AVE.  
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words." Maybe he should scrap the script. "I've heard you say it to other people, 'This is the Edsel.' You don't have to make fantastic claims. . . . Show it to people. Tell 'em about it, and get them behind the wheel. . . ."

James begins to get confident. He starts telling the story to Suzy and himself; steps to the car on the turntable. (The camera pans him, but shows only the rear assembly. This teaser technique continues to the film's end.)

James welcomes the not-yet-present writers. He tells of all the time and testing to make this "different and

better" car; invites them out to drive it. He points to its "poised look;" its "road-ability and road-stability."

#### Writers Arrive

Sold at last on his ability to sell the Edsel, James flicks an intercom switch, and announces: "O. K., Charlie. We're all set in here." The room lights go up. Doors open and writers stream in. Flash bulbs pop. A tympani roll begins. Lights hit the car full. James proclaims:

"Ladies and gentlemen—This is

the Edsel!"

Curtains part to reveal the car live on the stage.

The ensemble sings, "This Is the Edsel!"

"... This is the Edsel—

*The most exciting new star—  
And when it lights up  
The sky will explode...*

*"A whole new market  
Is ready to bloom now.  
The world will make room now  
For a car so fine  
They'll say, if this is the Edsel,  
Make it mine! All mine!"*

Larry Doyle enters, puts his hand on the car:

"This car didn't let you down, did it?"

"And we're not going to let it down, are we?"

#### Marketing Editor

Then, for a fresh point of view—from one who "hasn't lived with the car as long and as closely as we have—and who can evaluate its 'sex appeal'"—he introduces Joie Harrison. As marketing editor of *Harper's Bazaar*, Miss Harrison is "a very



## your Own golf course?

...Certainly!

This 27-hole championship course at your threshold is one of the recreational reasons why so many organizations return to Boca for their conventions year after year. And when you consider in addition that Boca's boat docks are but fifteen minutes from game fish of the Gulf Stream, that our ocean-front cabana club, the six tennis courts and two swimming pools are yours to enjoy, and that its meeting facilities can accommodate up to 700—it is small wonder that this 1,000-acre resort estate has become recognized as Florida's first choice for conventions.

Boca's firm bookings on full American Plan basis extend as far as 1966, with many commitments for 1962, 1963 and 1964.

STUART L. MOORE, President



*Boca Raton*  
Hotel and Club  
BOCA RATON, FLORIDA

Write for dates and full particulars to Convention Dept. MT-7



Let us help make your next  
sales meeting the best one yet—  
at WORLD-RENOWNED

*Northernaire*  
THREE LAKES, WISCONSIN.

In the land of Hiawatha on a chain of 27 pine-rimmed lakes—incomparable conference facilities plus golf, indoor pool, health baths, floor shows, dancing and fishing. Sold out June, July, August and September. Some desirable October dates available during the gorgeous Fall color season. Open year 'round.

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NORTHERNAIRE  
Three Lakes, Wisconsin  
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authoritative Eve."

She appears in a "Style in Action" film. In her office are such things as a lightbox, a stack of 8x10-inch Ektachromes of Edsel cars; a copy of *Bazaar* with illustration of "vertical look" fashion; a thick book of fabric swatches; women's accessories, color-keyed for display on a mannikin. A bulletin board features Dior's 1947 "new look."

### New Techniques

Joie is dressed chicly in gray, with red accessories. Her business, she explains, is "style in action . . . to develop new merchandising techniques and marketing concepts, which will afford products exposure in new and unexpected areas . . . such as automobiles, through the powerful channels of fashion."

She mentions the "new magic (of) styling up." It appears in living rooms, offices, stores and in "your wonderful new Edsel." Photographs of the Citation four-door hardtop gets her ecstatic over "understated elegance . . . so completely — so differently — NEW!"

And after riding in it, studying it, touching the upholstery, Joie con-

cludes: "Here, at last, is a line of cars styled up to the standards of the woman who *cares* (and who, incidentally, *buys*.)"

As she talks the camera dissolves to a red hardtop Pacer. (She traces style evolution since Dior's 1947 "look.")

The filmed expert Adam to the filmed expert Eve is Tom McCahill, automotive editor of *Mechanix Illustrated*. In "Edsel in Action," the virile McCahill puts Ford's new baby through terrific paces on hills, across fields, over proving grounds, and hanging to the upper rim of saucer

tracks. When he gets back, he has some nice things to report.

### Live Car Again

Again the orchestra plays, "This Is the Edsel," and again the audience sees the live car. Doyle enters and stands beside it:

To the question, "How much?" he answers that "it just isn't good business to reveal firm prices before announcement time." But prices on all four lines would be "fully competitive"—all the way from "just above

## FACILITIES at State Fair Park.....2



WOMEN'S BUILDING

45,300 SQUARE FEET  
of year-round  
AIR-CONDITIONED EXHIBIT SPACE

The modern, efficiently appointed Women's Building is one of the nation's largest air-conditioned exhibit halls. With 45,300 square feet of exhibit space in one huge area, it often is utilized for small or medium sized trade shows (partitioned easily into four closed sections of equal size) and just as frequently is connected to the nearby Electric Building for a total square footage of 85,000.

The Women's Building, like other facilities available for reasonable rental in beautiful, centrally located (10 minutes from downtown Dallas) State Fair Park, is within easy access to three auditoriums accommodating lecture meetings and demonstrations of from 200 to 4,000 people.

Whatever the size of your next meeting or show, the chances are State Fair Park in Dallas is your best meeting place. For complete information, write Sales Department, State Fair of Texas, P. O. Box 7755, Dallas 26, Texas.

## STATE FAIR OF TEXAS • DALLAS

### Florida's Famous Hotel Ponce de Leon



*A distinguished hotel  
with excellent  
meeting facilities . . .*

...for groups that demand the finest. 18 hole championship golf course. Olympic Swimming Pool. Many other sports. De Luxe accommodations for 330.

Please communicate with Edward G. Flather, Jr., Manager. P.O. Box 1291, Saint Augustine, Florida.

Opening Winter 1958: the deluxe Ponce de Leon Golf and Motor Lodge, with top facilities and accommodations for 140.

**Hotel Ponce de Leon**  
SAINT AUGUSTINE, FLORIDA





**FOR ALL CONVENTIONS  
LARGE OR SMALL**

## Yours on a Silver Platter

Opening December 1st... the most modern, advanced and fully equipped 600-room convention luxury hotel in the entire South. DESIGNED ESPECIALLY FOR ALL CONVENTIONS—REGARDLESS OF SIZE.

35,000 sq. ft. Exhibit area. Mammoth 21,000 sq. ft. Auditorium (seating 3,500) can be partitioned for smaller groups. 12 Meeting Rooms for 25 to 250 persons. Unmatched convention equipment PLUS the know-how of an experienced departmentalized convention staff—your guarantee of a perfect meeting. Every modern resort hotel facility... 2 king-sized swimming pools... 2 blocks private ocean beach... 4 dining areas... 2 nightclubs... etc., are yours to command. WRITE, WIRE or PHONE **DICK ELTERMAN**, Director of Sales, for full information on HOW THE DEAUVILLE CAN BEST SERVICE YOUR CONVENTION NEEDS.



THE **DEAUVILLE** HOTEL

ON THE OCEAN AT 67th STREET • MIAMI BEACH, FLORIDA • TELEPHONE Union 4-9753  
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*Don't  
Miss the Boat!*

Make these funpacked  
Havana or Nassau Cruises  
a part of your program  
to help build Florida  
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## HAVANA or NASSAU via 5/5 FLORIDA from Miami

HAVANA  
Round Trip  
(Every Mon. and  
Wed. 5 P.M.)

**'36**  
up  
plus  
tax

NASSAU  
Weekend  
Cruise Every  
Friday 5 P.M.

**'51**  
up  
plus  
tax

### INQUIRE ABOUT SPECIAL GROUP PLAN

Arrange for your Members to come a few days early... or stay later for needed relaxation... by sailing overnight to gay Havana or colorful Nassau... with delicious meals in air-conditioned comfort... deck chairs... cocktail lounge and bar... dancing... all included in the low-cost fare.

Write for Complete Information... But Do It Now!

P & O STEAMSHIP COMPANY • P. O. BOX 1349 • MIAMI 8, FLORIDA

a bit of the old west in the deep south!

## GULF HILLS

DUDE RANCH AND COUNTRY CLUB

A 700 acre vacationland, 18-hole championship golf course, heated pool. Planned entertainment, wagonloads of dude ranch activities, luscious ranch style meals and room with private bath included in rates starting at \$12.

## GULF HILLS

DUDE RANCH AND GOLF CLUB

OCEAN SPRINGS, MISS.

Send for Color Folder | Dick and Gladys Waters, Hosts

the lowest to just below the highest." A more vital question: "How're we going to go about *selling* the Edsel?"

As the orchestra plays the last 16 bars of "This Is the Edsel," the audience files out to the men's room for a 10-minute stretch—with *this* thought very much on their minds.

### Overture Repeated

For Act II the overture is repeated one minute after the warning signal. House lights are cut to one-quarter and then go out, as curtains open on an Edsel dealership and the number, "Once in a Lifetime." Stars are Mr. and Mrs. Dealer (ex-Adam and Eve); chorus is dealer employees. They sing of the thrills of being connected with Edsel.

Larry Doyle comes on and confirms everything: "Once in a lifetime" isn't just a "catch-phrase." . . . There's such a tremendous interest built up—pent up, if you please—to see and drive the Edsel."

But "we've only one chance to kick it off right." Customers Adam and Eve must be "hit" right. They must "believe what you have to say."

As he leaves to round up the next speaker Doyle urges the dealers to "listen to our friends and future customers—Adam & Eve."

### In the Market

Curtains open on a newstand. As they turn the pages of magazines, Adam and Eve sing, "We're in the Market."

They want a car that "we can be sure is all that it claims to be."

Comes a musical interlude, full of such superlatives as sweetest, loveliest, fleetest, lowest, classiest and unsurpass-iest. Then:

(Both) "We're in the market;  
Yes, we're in the market.  
We listen and stare  
And shop and compare and  
roam—  
And all we want  
Is to buy a car  
And drive the hell home!"

The podium swings around. Bob Copeland enters it.

Edsel's advertising and promotion, he emphasizes, will "not be guilty of hullabaloo—and the unbelievable use of superlatives."

Coupled with parent company advertising, however, Edsel's will get



Wesley T. Keenan, General Manager. Offices: New York, Circle 7-7946; Chicago, Whitehall 4-7077; Cleveland, Superior 1-0420; Washington, D.C., Metropolitan 8-3492; Miami, Franklin 9-7852.



**HOLD YOUR CONVENTION IN  
Year 'Round  
"Indian Summer"**

CLIMATE AT THE

**Bon Air HOTEL**

AUGUSTA, GEORGIA

"Golf Capital of the Nation"

The South's finest facilities  
for conventions

- ALL PUBLIC SPACE AIR-CONDITIONED . . . including
- all restaurants, cocktail lounge, lobby, meeting rooms and most guest rooms.
- 400 rooms with bath
- Spectacular, outdoor swimming pool
- Golfing privileges (five minutes' walk from hotel)

For information write:

Ralph Broshears, Managing Director

"double strength" — approaching "atomic sales power." But instead of making "our advertising and promotion exciting as such . . . we are trying to present an exciting automobile."

#### Uses 50 Slides

With the help of 50 slides, Copeland shows Edsel's first national advertising in *Life* — four two-page teaser spreads between July 22 and Sept. 2: "Lately some mysterious automobiles have been seen on the roads;" "A man in your town (the new Edsel dealer) recently made a decision that will change his life;" "These carriers with covered cars are headed in your direction" (20,000 Edsels, produced in six Ford and Mercury plants, were in dealers hands by Sept. 4); and "You will shift the Edsel without lifting your hands from the wheel."

Much of the "suspense," Copeland explains, stems from the "careful, ingenious and persistent program directed by (Edsel's) public relations department," under C. Gayle Warnock. He shows puppets of magazine covers featuring Edsel stories.

What counts, Copeland emphasizes, is not merely "numbers or dollars" but "attitudes and people." No ad, or promotion piece, or training program "by itself . . . can give an Edsel demonstration—or sign an Edsel order. It takes at least two people—you and the prospect you want—to make a customer."

#### Car Demonstration

Visual reveals salesman demonstrating and then signing up Mr. Adam and Mrs. Eve from the cast. Turntable revolves to exit Copeland. Curtain opens to show Adam and Eve at the same newsstand. They do the number, "This We Like."

They start offstage, and then "freeze." Larry Doyle enters and looks at them and then at the audience: "Adam and Eve liked what they saw but, as you can see, they're not going anywhere." He comes downstage as curtains close behind him:

"People have every intention of going to see the car—but they will need more than an ad or two to propel them. 'Somebody' must get them in—'show them what Edsel can do—appraise their car and . . . close the sale.'"

Even more important than selling, however, is "making money." He

The Finest  
Convention Facilities  
in 20 leading cities

**Albert Pick  
Hotels**

- Air-conditioned function rooms
- Heart-of-city locations
- Outstanding accommodations for groups large or small



**CALL YOUR NEAREST ALBERT PICK HOTEL OR  
MOTEL FOR FREE TELETYPE RESERVATIONS**

Birmingham, Ala.	Pick-Bankhead
Canton, O.	Pick-Belden
Chicago, Ill.	Pick-Congress
Cincinnati, O.	Pick-Fountain Square
Cleveland, O.	Pick-Carter
Columbus, O.	Pick-Fort Hayes
Dayton, O.	Pick-Miami
Detroit, Mich.	Pick-Fort Shelby
Evanston, Ill.	Pick-Georgian
Flint, Mich.	Pick-Durant
Indianapolis, Ind.	Pick-Antlers
Minneapolis, Minn.	Pick-Nicollet
Pittsburgh, Pa.	Pick-Roosevelt
St. Louis, Mo.	Pick-Mark Twain
	Pick-Melbourne
South Bend, Ind.	Pick-Oliver
Toledo, O.	Pick-Fort Meigs
Topeka, Kan.	Pick-Kansas
Washington, D.C.	Pick-Lee House
Youngstown, O.	Pick-Ohio

#### ALBERT PICK MOTELS

Chattanooga, Tenn.	Holiday Inn Hotel
Colorado Springs, Colo.	Holiday Inn Hotel
Miami Beach, Fla.	Albert Pick Hotel
Natchez, Miss.	Holiday Inn Hotel
Portsmouth, Va.	Holiday Inn Hotel
Rockford, Ill.	Edge-O'-Town Motel
Terre Haute, Ind.	Holiday Inn Hotel

Write, phone or  
teletype for free  
pictorial booklets and  
convention reservations.

**ALBERT PICK HOTELS**

General Sales Office—20 N. Wacker, Chicago 6  
New York Sales—68 E. 42nd St., N.Y.C. 17



that rivals the best in the world.

**NOW—ONLY ONE HOUR  
FROM NEW YORK CITY**

and 'most anywhere in New Jersey (not much more from Philadelphia!). One of America's most magnificent resort hotels offers perfect setting for

**SALES MEETINGS • CONVENTIONS  
FRATERNAL AND SOCIAL GROUPS**

**BERKELEY-CARTERET**

**ASBURY PARK, N. J.**

For an executive session of 6, or full-scale convention of 600, you'll find the type of set-up and service you require, and a staff with years of know-how. Pool, Restaurants, Dancing, Entertainment. All sports facilities. *Fireproof.* 400 outside rooms. **OPEN ALL YEAR.**

N. Y. **WOrth 2-4018**

elsewhere, call Asbury Park:

**PROSPECT 5-5000**

## agenda

### accommodations

—In Inn, Lodge or private cottages at special group rates.

### meeting facilities

—for 20 to 350 people, modern meeting equipment, banquet and bar facilities, experienced staff.

### sports and fun

—swimming in lake or pool, Bath and Tennis Club, chair lift, riding, golf—dancing, entertainment.

### transportation

—by air, rail, bus or car over excellent Route 11.



**Mont  
Tremblant  
Lodge**

90 miles  
north of  
Montreal

Mont Tremblant  
P.Q., Canada

Stigfried Fuller, Jr., Sales Mgr.  
Tel: St. Jovite 83

urges these dealers—most of them veterans of Ford and other manufacturers—to “do the things you did when you first went into business: 1. Establish your name; 2. Build brand acceptance; 3. Maintain balanced used car operation, and 4. Develop your service department.”

The Edsel, Doyle emphasizes, must create its *own* identity with the prospects behind the wheel: It “isn’t like a Dodge, that people have come to think of as an older person’s car . . . or an Oldsmobile, that the public considers a youthful, hot car . . .”

And though Doyle does *not* say so, the dealer can hardly hope to keep alive just on new Edsels. He must develop his used-car and service operations.

In every Edsel district is a management services department to help dealers make money. Larry Doyle concluded: “I will not wish you luck, gentlemen. I wish you instead good *profitable selling.*”

Curtain opens on the ensemble of an “Edsel dealer’s people,” singing and dancing “Green Light.”

Doyle reenters and reminds the audience that the green light means *go ahead.* . . .

“Now we’re going to hear from the gentlemen who gave us the go-ahead; four men who have lived the Edsel story since its inception . . . and can be counted on to see that the green light continues to throw a long bright beam.” He introduces Henry Ford II.

The president (on film) stresses the “big mutual stake” of dealers and company in this venture: the brains and effort, time and money which already have gone into it. He praises

the car and Edsel division’s ability to build, “in an amazingly short time, . . . a strong, young dealer group. . . . The entire Ford Motor Co. is with you.”

Chairman Breech (on film) recalls his 11 years with the “new” Ford company; mentions its new facilities (some \$3 billion of them in this period), processes, new and more-strongly-developed functions, and its improved products. Both Edsel division and company staff people stand ready to help dealers to solve their problems.

Vice-President McNamara (on film) cites “three ingredients which will determine financial success for you and for us:

“1. An outstanding product at a competitive price. . . .

“2. A healthy economic climate.” (Ford’s Economic Studies Department has looked at 1958 and found it good.)

“3. A strong, aggressive and profitable retail-selling organization.”

Today, the motor-car industry, over-emphasizes price, he says, instead of selling “product and service. Here lies the great competitive opportunity.”

Last of all (live) comes Dick Krafve: The combined investment of dealers and company in Edsel, he shows, stretches into nine large digits. “In one month we’ll begin to see how our investments are paying out—yours and ours.”

With the “big things” already under way, success may be built on the “little things: . . . the way you stage the cars and show the features; the reception you give to the interested people coming into your showroom; the “pride” of sales people in the car, and their willingness to answer “even foolish” questions.

Then there are the details of service, of “handling customer complaints; of controlling the little leaks in your costs and overhead; watching your parts inventory; carefully selecting your cars for stock. . . .”

Edsel’s general manager concludes: “I would like to close this meeting . . . by telling you how we, of Edsel, feel about our relationship now and for the future. We are *not* behind you—we don’t think that way—we are *with* you, and we intend to stay that way.”

The curtains part to reveal the new car turning on the stage. Eve is at the wheel and Adam beside her. The ensemble is grouped around the car singing “This Is the Edsel.”

The regional manager brings Edsel’s birth enactment to a close.

The End



LAWRENCE REGAN and Joe Stefano start minor changes when first show is over.





MIRACLE KITCHEN star is a mobile floor cleaner which darts out from a base cabinet recess to scrub, rinse and dry the floor. Controls are in planning center.

## Not Even a Flood Stops The "Miracle Kitchen"

RCA Whirlpool electronic kitchen exhibited 60 different places without missing a single date. Jockeyed across country, exhibit will eventually be seen by over a million.

An electronic marvel of the future, RCA Whirlpool's "Miracle Kitchen," has been awing housewives and kitchen-conscious husbands at major fairs, expositions and shows throughout the country, since it began an extended tour last January. One of the most ambitious traveling shows on the road, it tours in two units, each of which is an identical electronic kitchen of tomorrow with separate itineraries. Each is housed uncrated in a 35-foot moving van, specially fitted for transportation of these delicate kitchens.

### No Dates Missed

The two units have moved cross country and back again, loading and unloading more than 60 times. Not a date has been missed.

At mid-summer a 15-minute live demonstration had been presented to more than a half million people. John H. Trux, assistant general advertising manager, Whirlpool-Seeger Corp., says that while the tour has been costly, Whirlpool feels that the cost per thousand has been justified in terms of the overall selling job to so large a number of consumers.

### Excitement Created

"We are able to cite a number of examples where product turnover can be traced directly to the excitement created by the kitchen," he says.

Back in 1956, when plans for the exhibit were first under way, Whirlpool's advertising and sales promotion staff talked with North American Van Lines' manager of industrial

## Virginia's Best

Finest Meeting Facilities in All of Virginia Are Yours in These Expertly-Managed and Tastefully-Appointed Hotels.



### the John Marshall

Fifth and Franklin  
RICHMOND, VIRGINIA

AIR-CONDITIONED Virginia Room, on main lobby floor, seats up to 1,000.

AIR-CONDITIONED Patrick Henry-Stonewall Jackson Room (400).

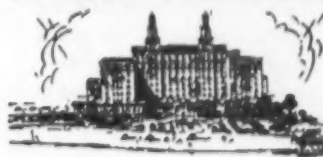
AIR-CONDITIONED George Wythe Room (160).

ROOF GARDEN accommodates 500. 5 additional

AIR-CONDITIONED CONFERENCE ROOMS.

500 OUTSIDE ROOMS, EACH WITH PRIVATE BATH.

### FOR RESORT CONVENTIONS



### the Chamberlin

Old Point Comfort, Fort Monroe, Va.

The Largest and Finest Hotel on Virginia's East Coast

AIR-CONDITIONED Virginia Room (400)

AIR-CONDITIONED Hampton Room (425)

AIR-CONDITIONED Meade Room (125)

AIR-CONDITIONED Chesapeake Room (30) Roof Garden

300 Beautifully Furnished Rooms, All Outside, each with private baths.

OPEN ALL YEAR

### RICHMOND HOTELS, INC.

RICHMOND, VIRGINIA

HOTEL KING CARTER  
250 Rooms. Rates from \$3.50

HOTEL RICHMOND  
300 Rooms. Rates from \$4.00

HOTEL WM. BYRD  
200 Rooms. Rates from \$4.25

Write for FREE, interesting Brochure, Giving Full Convention Facilities in Detail and Floor Plans!

TWX Connects all 5 Hotels



**Something  
In the Air...  
Makes a Meeting Click!**

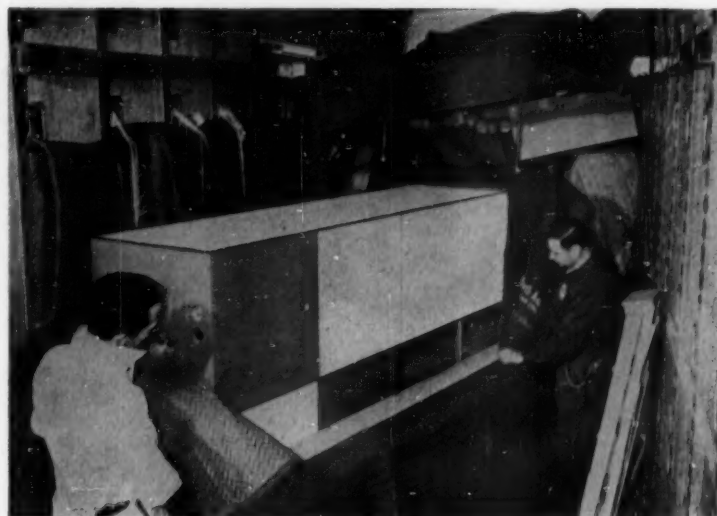
And you won't wonder what that something is once you've made the **HOTEL NEW WASHINGTON** your Seattle Headquarters for sales meetings and conventions. It's the atmosphere here that makes a meeting or convention really meet with your heartiest approval. Whether your meetings are large or small, they are of major importance to us.

It's no wonder that in Seattle, the **HOTEL NEW WASHINGTON** is preferred by leading national firms such as A. O. Smith Corporation and Philco for their meeting headquarters. Associations also, like the Textile and Apparel Industry, headquarter here during their market weeks each year. You'll prefer it too... once you've tried it!

**HNW**  
**HOTEL  
NEW WASHINGTON**  
SEATTLE, WASHINGTON

See your Travel Agent

**DORIC**



**OWNER-OPERATOR** Louis McDermott and helper loads display. Careful planning and use of double deck permit one entire unit to be moved in a single 35-foot van.

sales, Harold S. Bechert, and after careful cost and handling comparisons turned its transportation problems over to the long distance moving company which took on the responsibility for getting the Miracle Kitchens where they should be on time and ready for set-up.

Transportation arrangements for the tour were designed for a strict schedule. Two North American drivers, Louis Trompeter and Louis McDermott, both veterans in the moving business, were permanently assigned to the two traveling units. For the past 10 months they have been living with the tours—traveling as an actual part of the production staff.

#### Show Standouts

William R. Vitous, manager of Miracle Kitchen Unit No. 1, says, "The RCA Whirlpool Miracle

Kitchen traveling displays have been standouts at each and every exposition or show. No small part of this success is due to Lou Trompeter's ability to adapt himself to the situation at hand. He handles the display so that not even the slightest damage comes to the unit during handling or in transit."

#### Traveling Billboards

Each van was prepared to specifications. They are painted to serve as traveling billboards for the show. Inside the giant vans, the display is loaded on double decks and the electronic control panel, which is the kitchen's brain, is fitted in a special brace in the center of the van. All components are carefully padded and tied.

The kitchens feature all the electronic marvels of the future. There is remote television to other parts of the house, as well as menus which are color projected on the walls, and a mobile floor cleaner that at the mere press of a button comes out and sweeps the floor. By a wave of the hand, the housewife can command a refrigerator to move down from a wall cabinet to convenient reach-in level. One of the most intriguing features is the meal maker. An oven with automatically controlled time and electronic energy descends to counter level, then rises again for ultra-fast cooking. A menu selection control at the center will activate a completely automatic meal by moving selected prepared foods from cold storage to compartments for cooling, warming or cooking.

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Meeting and Dining space to accommodate groups up to 100 persons. American Plan available. All inquiries appreciated and answered promptly.

Write— John J. Garber, General Manager, Telephone: Land O' Lakes 2011

**The KING'S GATEWAY  
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**HOTEL and INN**

The kitchens are, in effect, giant test tubes. Consumer reaction to these revolutionary kitchens will play an important role in the future plans and products of the appliance manufacturer.

In the past months, the show has met some tight schedules. The move from a showing in Pueblo, Colo., to another date in Sacramento, Cal., was perhaps the closest squeeze so far.

The Pueblo show struck at 10 PM, Aug. 24. The Sacramento show was due to be set up and operating by 5 PM, Aug. 27. That gave drivers less than three days to load and unload and travel 1,219 miles. Striking and loading usually takes two days and the drivers, by ICC regulations, are not permitted to work for more than 10 hours in any 24-hour period. The trip, itself, would take three days.

North American assigned a relief driver so the van could roll straight on through to Sacramento. Emergency equipment was spotted at agencies along the way in case mechanical trouble developed.

Another time, the show ran into trouble with Nature. While on display at the auditorium in Oklahoma City, the exhibit was hit by a tornado and resulting floods, with extensive damage. Another showing was com-

ing up at the North Montana State Fair in Great Falls. Whirlpool arranged to send all replacement parts from various sections of the country to North American's warehouse in Great Falls, which is the moving company's Alaska terminal. Damage was repaired there, new parts substituted and the show opened on schedule.

#### For Extensive Tour

To plan an extensive tour, an exhibitor should provide the moving company with the size, weight, value, and itinerary of the show early, says Harold Bechert. "It is even more helpful, however, if the mover is in on the original routing plans to make certain a realistic schedule is set and to share its experiences from other shows. With a good advance itinerary, it is easy to schedule vans well in advance."

In planning the schedule, one day is usually allowed for setting up and one day for striking the exhibit when the show is over.

"Keep in mind that vans travel an average of 350 miles a day when figuring out schedules," Bechert cautions.

Secret for a traveling show's success is in cooperation and coordination of the whole program by the exhibitor, transportation firm, builder and designer, says Bechert. This was the case with the Whirlpool tour.

Before this year is out, Whirlpool reports, the kitchens will have "played" to about 1,250,000 people. "And while our cost is infinitely higher for this number of people, than, let's say, for a page in a major consumer magazine," Trux reveals, "we have been able to give many, many people exciting, live trips into the future and while doing it have impressed them with the quality and beauty of RCA Whirlpool appliances."

The End

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Write G. David Schine, President, General Manager, Schine Hotels



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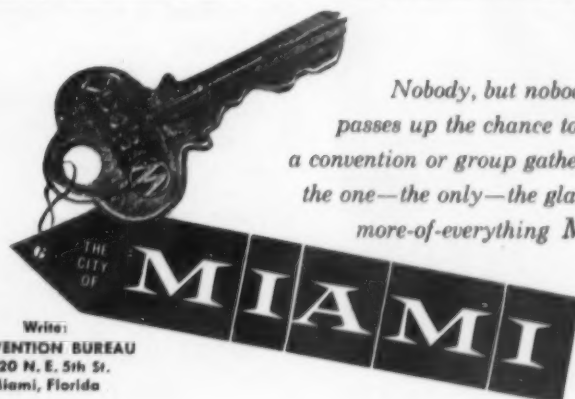
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## ZONS IN MARKETING AND SALES MAN



SKITS OF EACH TEAM ties in with showboat theme. Guests were called "Colonel" and teams adopted colorful names: Cotton Blossoms, Memphis Belles, Natchez Queens.

**ADM's secret of complete audience involvement at its annual workshop for paint industry is . . .**

## Team Planning and Team Operation

For the seventh straight year Archer-Daniels-Midland Company, an international processor of agricultural commodities, held its annual North Woods Sales Management

Workshop at Maddens' Pine Beach Lodge on Gull Lake in northern Minnesota. ADM welcomed 66 executives from the paint industry who had journeyed from 24 states and two Canadian provinces, in addition to 40 of its own sales management people.

Purpose of this annual three and one-half day event is to provide a medium through which paint manufacturers can meet and exchange ideas for bettering the entire paint industry. ADM goes on the assumption that it first must help customers obtain a larger share of the consumer dollar before it can benefit in increased sales.

### Involvement Is Key

ADM feels that the key to the repeated success of the workshop is in involving everyone. For instance, six months prior to the workshop, all workshop alumni receive a questionnaire in the mail. Using a list of subjects compiled from agendas of American Management Assn., National Sales Executives and National Indus-

trial Conference Board, each alumni is asked to check the five which are currently his biggest problems.

### Teams Assigned

When the questionnaire returns are in, ADM personnel are split into three major groups. First of these three groups further breaks itself down into smaller sub-groups called "teams." Each team is assigned one of the five problems for development into a subject for discussion. These five teams, lead by their team captains, begin a search for a technical advisor—an authority on that particular subject. When the technical advisor is found, he, together with the team captain and ADM team members, sit down and begin developing a "buzz group" outline on each of the five subjects. It is also at this point that the original spark of competition between these five teams begins to kindle.

While the first major group is settling down to the task of developing its buzz group outlines, a second major group begins developing and



IN 90 SECONDS guest describe "Have a Coke with Us" promotion to keep customers in store. Points given for best ideas, "Bell-ringers," which are asked for twice a day.

**BY CARL LUTHER and MILTON E. ADAMS**

**Sales Training Dept., Archer-Daniels-Midland Co.**



IN COMPETITION with other four teams, this group of guests presents its versions of its subject. Imagination substitutes for scenery. (Backdrop is from another presentation.)

planning a minute-by-minute schedule of the workshop. Next to "involvement," timing is the most important feature of the workshop. For the three and one-half days of the actual workshop, guests and ADM personnel are kept on a time schedule that rivals a 90-minute TV spectacular.

#### Equipment Group

As the two other major groups swing into action, a third ADM group begins arranging for and accumulating equipment, which runs from large air-conditioned busses down to something as simple as staples for assembling transcripts.

Approximately three months prior to the workshop, formal engraved invitations are sent out to approximately 100 customers. As each customer accepts the invitation, he receives a "thank you" letter which contains general information, such as hotel reservations and a note that he will receive more specific details just prior to the event.

#### Buzz-Group Outlines

At the six-weeks mark, the guest begins to receive outlines that will be used in buzz groups as basis of discussion for each of five subjects. A three-ring notebook is furnished in

which guests can keep all materials.

At the four-weeks mark, each guest is assigned to one of the five sub-groups or teams. He receives a letter from his team captain, who advises him of the competition he will have with the four other teams. The team captain at this point starts building the competitive spirit among the customer-guests on his team. This competition, which rivals that seen on the gridiron, reaches a climax during the actual workshop when the five team compete via the verbal route of songs, skits, cheers, "Bellringers" (merchandising ideas that can be explained in 90 seconds) and other means for the workshop championship honors.

#### "Showboat" Theme

Overall theme for this year's workshop was "Showboat." All guests were called "Colonel," and the five teams carried such colorful names as Mark Twains, Cotton Blossoms, Memphis Belles, Robert E. Lees and Natchez Queens. Decorations, displays, skits and songs helped carry out the general motif throughout the entire meeting.

#### Greeted by President

On opening day of the workshop, guests and ADM personnel met at a local hotel and were greeted by ADM President T. L. Daniels, and Director of Marketing J. W. Moore. Prior to departing for Gull Lake via air-conditioned busses, the entire group was taken on a conducted tour of



FIVE TENTS were set up for ADM Paint Sales Workshop. Discussions in the open-air meetings covered marketing, communications, human relations, sales training and sales management.



ADM lab facilities, where a new group of 75 ADM research personnel briefly explained the company's research facilities and programs.

### Fish Fry Opener

Upon arrival at the North Woods destination, the workshop-goers enjoyed a "get acquainted" fish fry before settling down to a thoroughly-planned program covering the five subjects. The five subjects and their content were:

### Discussion of Techniques

1. Sales supervision: A discussion of efficient and reliable techniques for supervising salesmen as one method of increasing their sales effectiveness. Techniques included preparation of job descriptions, salesmen rating forms, field contacts, curb conferences and reporting of desired company data to and by salesmen.

2. Developing a marketing program: Outlined that the marketing plan (a) examines the major facts in a marketing situation of a product; (b) identifies the problems and op-

portunities in the situation; (c) proposes long-range strategy to meet these problems and opportunities, and (d) recommends tactics of selling and advertising for the coming year to carry out this strategy.

3. Training retail sales people: Offered conferees an opportunity to discuss ways and means of bettering performance of retail sales personnel who sell their products over the counter.

4. How to be a smarter boss: Dealt with methods of achieving a better understanding of human relations in daily working relationships with others.

5. Communications: Emphasized how the development of communications skills can lead to all forms of business success.

### Audience Involvement

At each turn during the three and one-half days, every effort is made to involve each individual attending the workshop. As the workshop draws to a close, involvement has reached the 100% level. The workshop is brought to a dramatic close when the guests, via five separate humorous

skits, present and summarize the lessons they have learned on each of the buzz subjects.

### Edited Transcripts

Before the guests board busses to return to Minneapolis, each receives an edited transcript of all buzz-group discussions. This year the transcript represented 1,250 years of combined selling experience.

### Guests Happy

One of the guests, Clyde Smith, Vi-Cly Industries, Compton, Cal., summed up the feeling of his fellow guests at the end of the workshop by saying, "The setting was good, the scenery was good, the food was good, the hospitality was good; but above all this, the care that has been displayed in the preparation of the details which went into making this a success is remarkable. Everything was organized so well that we could get the most out of every subject that was covered. Thanks many times over for the privilege of having been invited to attend this year's workshop."

The End



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*The Drake*

AT THE LAKE

L. E. Schoenbrunn, General Manager

Dick Flynn, Vice-President in charge of Sales

TELEPHONE: SUPERIOR 7-2200

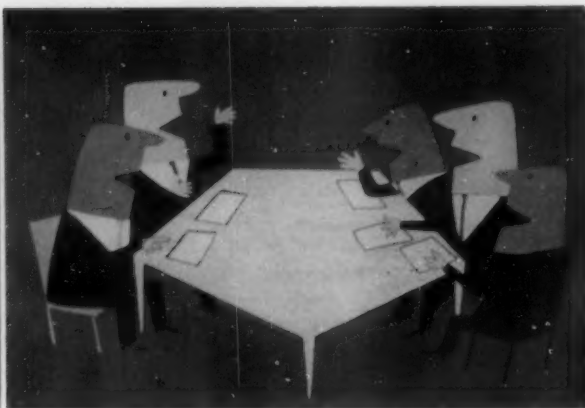
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OPENING SCENE from G-E's award winning film.



SCENE from one of six slidefilms for series of meetings.

## G. E. Builds Meetings Around Audio-Visuals

Six training sessions for distributor salesmen developed to blend latest film techniques with audience participation. Introductory film wins award; entire program well received.

BY ALBERT BOYARS

Audio-visual aids in industry have added a new dimension to the classroom technique. To the salesman, it serves as the marketplace of ideas; and to industry, as the catalyst of understanding. These elements bind both in a common denominator.

Demonstrating this method as a means for increasing sales awareness and impact, Receiving Tube Department, Electronic Components Division, General Electric Company, contracted with Transfilm Incorporated to produce a package of audio-visual sales aids aimed at distributor salesmen serving the electronics industry. Out of this came the G-E Distributor Sales Development Program which includes a sales promotion film, "Through the Looking Glass," and a series of recordings and sound slidefilms.

Not only did the film prove to be a success and a guiding force, but it also won the highest citation, the coveted Golden Reel Award, for 16mm films

in the United States and Canada, at the Film Council of America's American Film Assembly last April in New York City. This was the second Golden Reel honor for Transfilm and G.E. who were cited for "The Story of Light" produced several years earlier.

How the results of this unique and profitable venture into sight and sound were made possible is the story of General Electric's foresight and faith in new horizons. There is no better exemplification of this philosophy than the motto by which the company is known: "Progress Is Our Most Important Product."

Preliminary groundwork on the subject was begun by Transfilm at the field level, studying G-E's problems of distributor sales through actual research. G-E distributors were visited in New York, New Jersey, Ohio and Massachusetts. Distributor salesmen were accompanied on trips to retail dealers by Transfilm re-

searchers and, after three weeks of intensive grass-roots investigation, a volume of material was amassed on distributor salesmen and retailer attitudes.

The material was grouped, analyzed and gathered into a presentation. Transfilm and G.E. entered a second phase of their discussions. The two companies, after sifting the research findings, proposed a "teaser" to introduce the entire program. Suggested was a motion picture that would bring home the secure knowledge and the bright unfolding future of salesmen in the growing electronics field.

### Added Impact

Added to this was the concrete impact of six sound slidefilms and three recordings. Multiple-choice question and answer sheets, with a detailed analysis of both positive and negative factors involved in distributor sales, also were added as an important element in the program. At three meetings of the series, these forms are distributed to participants but are not returned. They serve only to indicate the viewer's reactions to the recordings and are a basis for the voluntary discussions which follow specific cases presented. In three of the slidefilms, a panel of veteran electronic parts salesmen and sales executives discuss the very same questions put to the audience. Both G.E. and Transfilm believe that an audio-visual program of this type cannot attain its full value without group discussion.

Intangible as the preliminary discussions may have seemed then, the project became, in reality, the first of this type of audio-visual aids ever used in the electronics industry.

Pud Lane, vice-president in charge,

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Slidefilm Division, and William Burnham, vice-president in charge of sales, were the Transfilm team involved in the planning stages. John Thompson, distributor sales manager of G-E's Receiving Tube Department, and his associates, accepted the proposals enthusiastically. Work of creating a moving part out of the thousands of single hand-drawn pictures, recording and dubbing voices and sound, and reproducing figures on slidefilms began.

As an adjunct to the motion picture and slidefilms, the two companies

developed a "Leader's Guide" for executives in distributor firms who would serve as chairmen of meetings. The guide is, in effect, an instruction manual for conducting the Distributor Sales Development Program.

### Six Separate Meetings

Included in the first meeting (there are six separate meetings to the sales program) is the film, "Through the Looking Glass," which offers a glance at new products now incubating in

electronics laboratories. This film "appetizer" gives salesmen an idea of what the industry holds in store for them. Following the film is a recording titled "The Case of Bill Clay." After the recording is played the question sheets are filled in and a group discussion, primed by "The Case," weighs the subject of whether or not Clay lands the account. Later, a slidefilm, "The Panel Speaks," is shown in which the "experts" discuss the questions put to the audience. Clay's sales approach is reviewed in detail.

Second meeting is composed of the slidefilm, "The Man With a Plan," and illustrates how a salesman can plan his time, his calls and his presentations. Here, too, informal discussion is recommended.

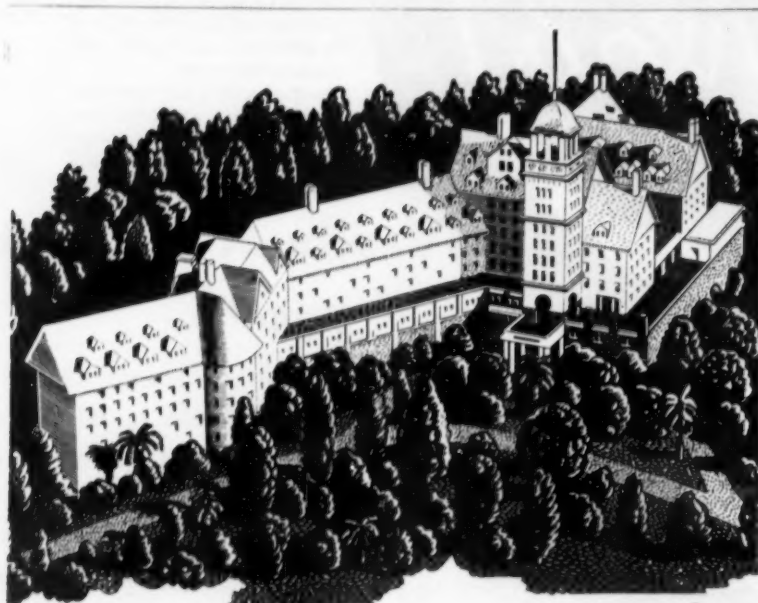
"The Story of Joe Casey" is the third presentation, consisting of a slidefilm showing how to help a dealer promote his business via merchandising, advertising and display. Also, it points up the importance of helping the dealer to understand record keeping.

A recording titled "The Case of Phil Petersen" is the fourth offering. In this case, the story involves a sales pitch in which a salesman is faced with the problem of meeting stiff price competition. Audience discussion follows; then a slidefilm of the professional sales panel discussing their answers to "The Price Objection." It reveals, among other things, that the service story is the best possible answer to price objections. It puts the stress on value, not on price.

Fifth meeting describes "The Mysterious Ailment of Jim Dowdy." This slidefilm humorously illustrates a salesman's dilemma and hammers home the axiom: "You can't sell if you can't close." Dowdy, who has a polished sales approach, literally freezes into a solid cake of ice when he has to ask the dealer for an order. When all looks bleak, he finally develops the proper "close" and lives happily ever after.

Sixth and final meeting uses a recording followed again by a discussion period and a sound slidefilm. Both the recording and the slidefilm are titled, "The Right Track for Sales." This last meeting is a review and wrap-up of highlights of the sales-building series. It takes the form of an audience participation session built around this problem: What's your idea of the difference between the average salesman, earning around \$6,000 a year, and the man who earns \$15,000 a year selling tubes and parts?

G-E's John Thompson states that the program was created for the sin-



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gle purpose of developing a high professional attitude among tube and parts salesmen toward the industry in which they sell, toward the products they sell and toward the dealers they sell. To distributors and their salesmen, end results of this audio-visual approach are of prime importance. In helping the dealer to become a better businessman, one of the important aspects of the entire program, the distributor salesman helps himself to bigger sales.

One G-E distributor in Indiana mentions the stimulus injected into the discussions following the audio-visual presentations. "The more the men discussed the questions, the more enthusiastically they argued in favor of their own ideas," the distributor says. "About 90% of the men agreed the professional answers were the best." The other 10%—rather than disagreeing with the answers—had ideas to improve the presentation.

An interesting sidelight that has proved its worth in commercials on television is the case in point of Transfilm's award-winning animation used in the initial sales meeting. "The cartoon technique," says J. A. Stewart, G-E district sales manager in Minneapolis, "which was used to present the story of the typical distributor salesman, made it possible to tell an effective story without actually pointing a finger at any member of the audience."

"A high degree of enthusiasm" is how an Ohio distributor describes audience reaction to the initial presentation. One of the reasons given is that the film and accompanying records spoke the "dealer's language" and was not pontifical. One contributing factor to the success of meetings, according to a district sales manager, is the relaxed atmosphere of a dinner gathering at which the first meeting is held. Gifts and door prizes help pack the meeting.

From Atlanta comes more of the same positive reaction. A lively discussion ensued, after the showing of the film and slidefilm, between salesmen and distributor principals. "As a matter of fact," states the group leader, "we had to call time on the subjects in order to get through with some other business at hand." After the meeting, one of the specially invited store managers from Savannah rose to state that in all the years with his company, this was the first time he had obtained so much information from any sales meeting. He was looking forward, he says, to the balance of the film showings.

"The main value of the program,"

writes another distributor from Florida, "was not what it taught directly." It served primarily, he continues, as a "stimulation of discussion of ideas" in selling techniques.

More than 7,000 distributor salesmen are expected to participate in the Distributor Sales Development Program. Since the program's inception last year, hundreds of distributors and salesmen have evinced an enthusiasm far beyond the company's expectations. As a result, other ventures into audio-visuals by G.E. are contemplated for the future.

A more than cursory interest in sales

demonstrations through the use of the audio-visual medium has also been indicated by educational circles and the businesses outside the electronics industry.

Harvard University's Graduate School of Business Administration has shown particular interest in the Distributor Sales Development Program, since the methods used by G.E. are similar to the tried and tested case method of instruction at the school. The university is planning to use the films in connection with its sales management course.

The End

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**FOR FURTHER INFORMATION—**

write the hotel direct or consult John A. Tetley Company, 3440 Wilshire Blvd., Los Angeles; phone: DUinkirk 8-1151; Fairmont Hotel, San Francisco, phone: DOuglas 2-2022; Leonard Hicks, Jr. & Associates, 505 North Michigan Avenue, Chicago 11, Ill. Phone MOhawk 4-5100.



DEALER RENTS BARN with bales of hay for seats at kickoff meeting.



FURNITURE REMOVED from store and "West" moved in by dealer in Florida.

## Dealers Sparked to Create Novel Kickoff Meetings

With factory inspired enthusiasm, dealers show ingenuity in producing kickoff meetings for incentive convention in West. Western theme offers wide range of setting ideas.

Everybody, including employees in the accounting department, get involved in the incentive kickoff meetings for Niagara Therapy Corp., Adamsville, Pa. Niagara employees from all departments radiate from the home office to be on hand at dealers' kickoff meetings and bring the latest word from the factory.

"Everybody in the company is enthusiastic about our product and our

future so we can send out anyone from the home office to talk stimulatingly about Niagara," says Owen K. Murphy, president.

High spirit which seems to permeate Niagara was evidenced at dealer meetings to announce the incentive convention at Glenwood Springs, Colo., July 31-Aug. 4. At their own expense, dealers and distributors converted their showrooms



to Western settings or took their sales staffs to nearby hotels for cowboy-motif meetings.

### Set Up 'Ranches'

Some dealers removed all the furnishings from their stores and set up "ranches," complete with corrals, saddles and bonfires. One dealer rented a barn for his kickoff meeting. He hired a Western band and served chow from a chuck wagon.

Niagara supplied dealers with sources of cowboy clothes and accessories but it was dealer ingenuity that gave ranch atmosphere to their meeting sites. At least one distributor included a Western breakfast to start the kickoff meeting early.

Geared to the theme "The Big Roundup," Niagara attempted to qualify as many salesmen and dealers as possible for its annual convention. In keeping with its theme, salesmen were awarded items of cowboy garb at these kickoff meetings and given additional items of Western clothing as they neared their quotas toward earning the convention trip.

Actual expense-paid convention trip included travel and hotel costs from Denver to Hotel Colorado, Glenwood Springs, and return to Denver. In order to defray costs to Denver from hometowns, salesmen earned travel expenses as side prizes through individual dealer contests.

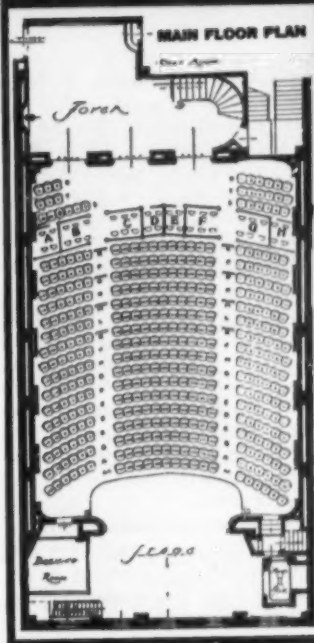
### Kickoff Meetings

Dressed in cowboy clothes, Niagara home-office personnel attended dealer kickoff meetings throughout the country. Every executive of Niagara hit the road for these meetings and had an informal contest among themselves to see whose territory would qualify the most salesmen and dealers for the convention.

To qualify, salesmen had to sell at least eight units a week for 14 weeks. Items in the line had graded unit values from one to four. In addition to the trip incentive, Niagara had another. Top salesman in each of 27 districts could win the use of a brand new station wagon for four months. If the winner of a station wagon remained top man in his district during the first four months, he earned the use for four more months. If he remained top man for a year, he owned the station wagon.

Transportation to Denver was an individual arrangement. Some dealers and salesmen drove, some came by train, others flew. At Denver, the 539 qualifiers were greeted on the

## The Only Hotel in New York With A Little Theatre



### Perfect for Your Sales Meeting

- Professionally equipped theatre with 530 spring-cushioned seats; exhibit space of 2,000 square feet adjacent.
- 16 air-conditioned meeting rooms accommodating 25 to 530. Excellent trade show facilities. Closed circuit telecasts.
- Fine banquet facilities. French and American cuisine.
- 1200 modern guest rooms. Air-conditioned, radio and television.
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- Owner-management assures personalized service.

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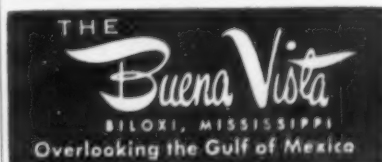
### COAST'S FINEST Convention Hotel



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JIMMIE LOVE General Manager



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- ★ Closed Circuit TV
- ★ Meeting and Functional Rooms for 10 to 850

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1512 SPRUCE STREET • Kingsley 5-0100  
B. B. LEIDER, Managing Director



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CONVENTIONS  
COME  
MARCHING  
OUR  
WAY**



The entire staff of the Hotel Thayer stands at attention. In reviewing our services, you'll find:

**IDEAL LOCATION**

... 50 miles from New York City on the Military Reservation of the United States Military Academy

**TRADITIONAL HOSPITALITY**

... thoughtful comfort from the moment of welcome to time for leave-taking

**PRIVATE FUNCTION ROOMS**

... for groups of 20 to 400 persons including the spacious Crest Room and smaller meeting rooms

**BANQUET FACILITIES**

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**ATTRACTIVE ACCOMMODATIONS**

... 196 guest rooms in addition to comfortable quarters for 172 persons in dormitory rooms

**"AT EASE" HOURS**

... guided tours of historic West Point. Sports and recreational activities nearby.

For rates and information write to William R. Ebersol, Manager

**U.S.  
HOTEL  
THAYER**  
WEST POINT, NEW YORK

steps of the State Capitol by Governor Steve McNichols. They then boarded buses for Glenwood Springs.

**Ambushed by "Indians"**

On the way to the hotel, the buses were ambushed by some "wild" Indians on painted ponies. Decked out in full Indian regalia an Indian chief, in the person of Owen Murphy, Niagara president, allowed the caravan to go on to its destination after a powwow with his "tribe."

Further along the way, the caravan was met by a wagon load of cowboy musicians who serenaded the qualifiers.

Niagara develops a wholesome mixture of fun and business for its conventions. In the past, Niagara salesmen have earned conventions to Bermuda (1953), Havana (1954), California and Pennsylvania (1955), and Bermuda (1956).

At the recent convention, a relaxing cocktail party was staged the first night, but early next morning it was business for real. Every morning was devoted to business sessions. In addition to presentations by company officials, five physicians and a physicist addressed salesmen and dealers to give them scientific facts on the uses and values in the product—cyclo-massage equipment. Other outsiders on the program were Charles B. Roth, sales analyst and president, Charles B. Roth Associates, and Edward L. Kramer, Kimball Foundation of Personality Engineering.

Seminars were scheduled after lunch. For the salesmen these sessions covered the "nuts and bolts" of selling; for the dealers they discussed local advertising and servicing equipment. Seminar attendance was not required. It was left to the discretion of the individual to determine how valuable attendance might be for him.

On the fun side, Niagara rented a fleet of Jeeps to take groups on sight-seeing jaunts up picturesque mountainsides. For more daring dudes, dozens of horses were rounded up for horseback riding. Ski lift rides, swimming and dancing were part of the fun which was capped by a special rodeo staged on a baseball diamond converted to corral.

Surprise festivities included a giant outdoor barbecue and rum swizzle party.

Contagion of enthusiasm which home-office people instilled at kickoff meetings carried over throughout the convention, eighth for Niagara. It sparked high interest in everything

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WAL. MENNING RUBIN, Pres.  
JOHN B. GRANDE, Gen. Mgr.  
JOHN LOGSDON, Dir. of Sales

**TELETYPE CG 1685 Franklin 2-9600**



GOVERNOR Steve McNichols with Ed Donegan, Niagara v-p, welcome qualifiers.

new presented, whether it was the plan for national advertising and publicity on announcement of a nationwide contest with travel prizes for consumers (trips around the world

and to Europe).

While salesmen left the convention on Sunday, dealers stayed over an additional day for intensive business sessions. The End



No resort offers a more conducive atmosphere for sales meetings and conventions. The unsurpassed facilities of the Equinox include—

- Scenic 1426 acre estate
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Managing Director

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or  
Loretta E. Ziegler, Convention Manager  
•  
Clifford R. Giam, General Manager

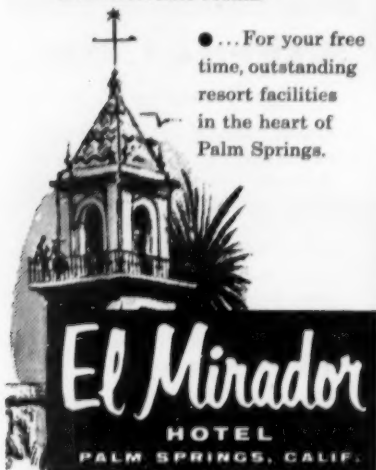


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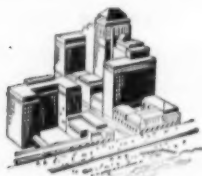
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Resident Manager

## LOCALE

As any experienced convention executive knows, good accommodations play a big part in making a convention successful. We'll toss modesty to the winds and say that our convention facilities can't be topped.



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EXHIBIT UNITS are built to standard specifications making them interchangeable.



SAME UNITS, arranged differently, give appearance of being an entirely new exhibit.

## Monroe Knows Sales Results of Its Shows

Follow-up forms keep accurate record of inquiries and sales resulting from trade shows. Use of interchangeable display units makes possible display service for branches.

BY PATRICK SCULLY

Exhibit Manager, Monroe Calculating Machine Co., Inc.

How to get the most mileage from trade show exhibits has long been Monroe's concern.

This is important because there are almost 300 branches in different parts of the country that can request exhibit material. Main office at Orange, N. J., is responsible for sifting through and filling these requests. Exhibits must be versatile in form to appropriately cover all national and local shows, branch window and store displays.

After some experimentation, we evolved certain systems and philosophies which we believe has made our program yield a higher percentage of leads for a relatively low investment.

Every exhibit unit is built to standard specifications so it is interchangeable with other units of the same type. Each exhibit is broken down in units and noted on a Specification Sheet. Multiple measurements of each panel are permanently recorded in my Workbook.

Complete exhibit is carefully photographed so that an examination of the Specification Sheet and the photograph will guide us in combining units for different shows. The Workbook will tell at a glance how many units we have of a type—how many counters, shelves, tables and constructed parts there are—and which of these will combine well.

Headers and copy boards are treated similarly. A complete listing of these is made and periodically brought up-to-date.

A well-organized traffic system is an integral part of our exhibit setup. Our exhibit producer, Structural Display Co., Inc., at this point, figuratively becomes part of our company.

Structural sets aside a separate department for the servicing and traffic details required by our operation. Its personnel works with me from a duplicate Traffic Sheet, which is also a permanent part of my Workbook.

The ruled page lists for each show such pertinent information, as date, city, site, booth no., booth size, display units used, plaque nos., literature racks, stands and desks. There is a specially headed "Disposition" column which tells me how the units and plaques were shipped and what literature is required for the show.

Studying this sheet, and moving our named units around like chessmen, we can perform magic with show-dates.

One time we arranged for six big shows in the New England area within a one-month period, interchanging units and copy boards of just a few whole exhibits.

We get our money's worth from every inch of equipment. With our date-watching follow-up, we had a show open in Syracuse using many parts of an exhibit which had closed in New Haven three days previously. A show that closed in Syracuse, for example, was split up between Chicago and Dallas, disassembled, warehoused and shipped via different carriers to arrive on their due dates.

Branches participating in shows receive a "Literature to be Requisitioned" sheet listing about 60 available items such as brochures and instruction sheets, sales specialties, pads, pencils, etc., that might be needed for the booth.

Monroe Calculating Machine Co. has applications in many unrelated markets and therefore participates in many different shows. Treatment and theme of each show has to be individually adapted to its market and

requirements.

Structural Display designs most of our units so they can be adapted to these various shows. By paying particular attention to design and color, most times only the changing of headers and copy are required. Needs of the engineering industry are totally different from that of finance. Educators are approached differently from medical men.

Since we are constantly on the alert for new applications, there are new shows opening up for us every year. American Medical Association Show is a case in point. We signed up for the first time this year and results have proved that we belonged in this new market.

We consider proper follow-up of inquiries one of the most important elements of a trade show.

Each lead is entered on a standard form which consists of an original and four copies—each of a different color. These are divided between the field branch and the home office, supplying permanent records for each along with a follow-up form for the salesman assigned to the inquiry. If, after 90 days, the salesman has not recorded a result of his visits on the form, memos are automatically sent to the branch office.

Each show ends up with a permanent file of inquiry sheets with results tabulated on each. With this system, at a glance, we can tell how much each show cost us in terms of inquiries and sales.

Because the salesman in the territory is the Monroe representative, shows are staffed by personnel of the branch office in that territory.

Main office rotates a staff of men who conduct classes for show personnel. Training material is also offered, along with detailed information on the industry requirements of each show.

Getting the maximum mileage from each inquiry made—ultimate purpose of any show—is the result of all elements: imaginative and versatile displays and an adequate training program and follow-up system.

The End

## Are you a Sales Executive with another sales meeting to spark?



Do you want to jar loose the men who have been to "too many" sales meetings?

Do you need a presentation technique that is fresh and clear... and yet has plenty of muscle?

We have the techniques (tested ones) and the ability to get inside your problem and come out with a visual solution. (Why don't you phone us and see?)

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BRANCH	S 3202
SHOW	DATE
FIRM	TITLE
PERSON	ADDRESS
CITY	STATE
INTEREST	
<input type="checkbox"/> ORANGE SENT LITERATURE TO BRANCH FOR DELIVERY <input type="checkbox"/> ORANGE SENT LITERATURE DIRECTLY TO PROSPECT <input type="checkbox"/> MAKE REPORT OF FOLLOW-UP ON REVERSE	

BRANCH FOLLOW-UP	
NAME OF	<input type="checkbox"/> DEER <input type="checkbox"/> MONROE
DATE OF	
REASON WILL BE INCLUDED IN NEXT ADVERT	
WAS REFERRED TO CALL BACK BY	DATE
OPENED NEW BOOK	YES <input type="checkbox"/> NO <input type="checkbox"/>
CURIOUS ABOUT OUR PROSPECTS BUT WILL NOT PRODUCE BUSINESS <input type="checkbox"/>	
OTHER	
DATE	REPRESENTATIVE

INQUIRY FORM with follow-up data on back gives check on new business acquired.



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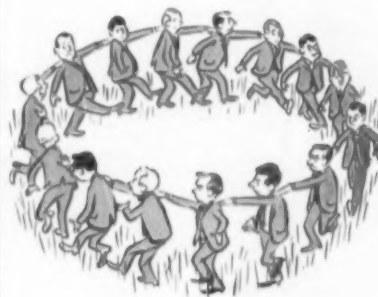
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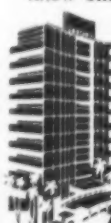
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## BEST I'VE HEARD

An exchange of anecdotes and facts to help a speaker spice his speech and make a point.

### Subject: SPEAKER

When I was invited to speak tonight, I knew exactly how Androcles felt. Androcles, you know, was the fellow who made quite a reputation, fighting man-eating lions for the edification of the Caesars. One Roman emperor noted that the gladiator's system seemed to consist of whispering in the lion's ear, whereupon the beast would demonstrate complete loss of appetite, and slink away spiritless and defeated. Androcles was summoned to the royal box, and the emperor asked, "How come?"

Androcles answered, "It's this way sire. I merely tell him, 'As soon as you've finished your dinner, you'll be asked to say a few words.' It gets them every time."

### Subject: SLOW STARTER

Once there was a man who put on a big spurt to catch his train—but he missed it. A bystander who had seen his final brave and nearly successful effort said, "Well, if you had just run a little faster, you would have made it."

"No," the man replied, "it wasn't a case of running faster but of starting sooner."

### Subject: PROGRAM CONTENT

"I see in your church convention," said the old farmer, "that you discuss the subject, how to get people to attend church. I have never heard a single address at a farmer's convention on how to get the cattle to come to the rack. We spend our time discussing the best kind of feeds."

### Subject: PEACE

Two U. S. Indians were talking things over between air raids on Saipan during World War II.

"The way I figure," one said, "when they smoked the pipe of peace in 1918, nobody inhaled."

### Subject: COST vs. RESULTS

Many salesmen continue to ask for more and more promotional help. For some reason they do not understand that there is a limit to the value of investment in promotion—or in anything.

Scientists tell us that it is now possible to convert lead or iron into gold. The cost for bringing about this change from lead to gold is approximately \$1 million per ounce. The question now before us is: Is it worth while?

### Subject: BASEBALL

Frank Lloyd Wright, among others, thinks the modern big city is doomed. But it's hard to envision major leagues made up of teams representing decentralized shopping centers.

### Subject: CONFUSION

It seems to me that we're all in the same boat as Christopher Columbus. He didn't know where he was going when he started. When he got there he didn't know where he was, and when he got back he didn't know where he had been.

### Subject: NEWS

A doctor examining an attractive new patient carefully, beamed, "Mrs. Atherton, I've got good news for you."

The patient said, "Pardon me, it's Miss Atherton."

"Oh," said the doctor. "We'll Miss Atherton, I've got bad news for you."



"You in the back row there . . . what's so funny?"



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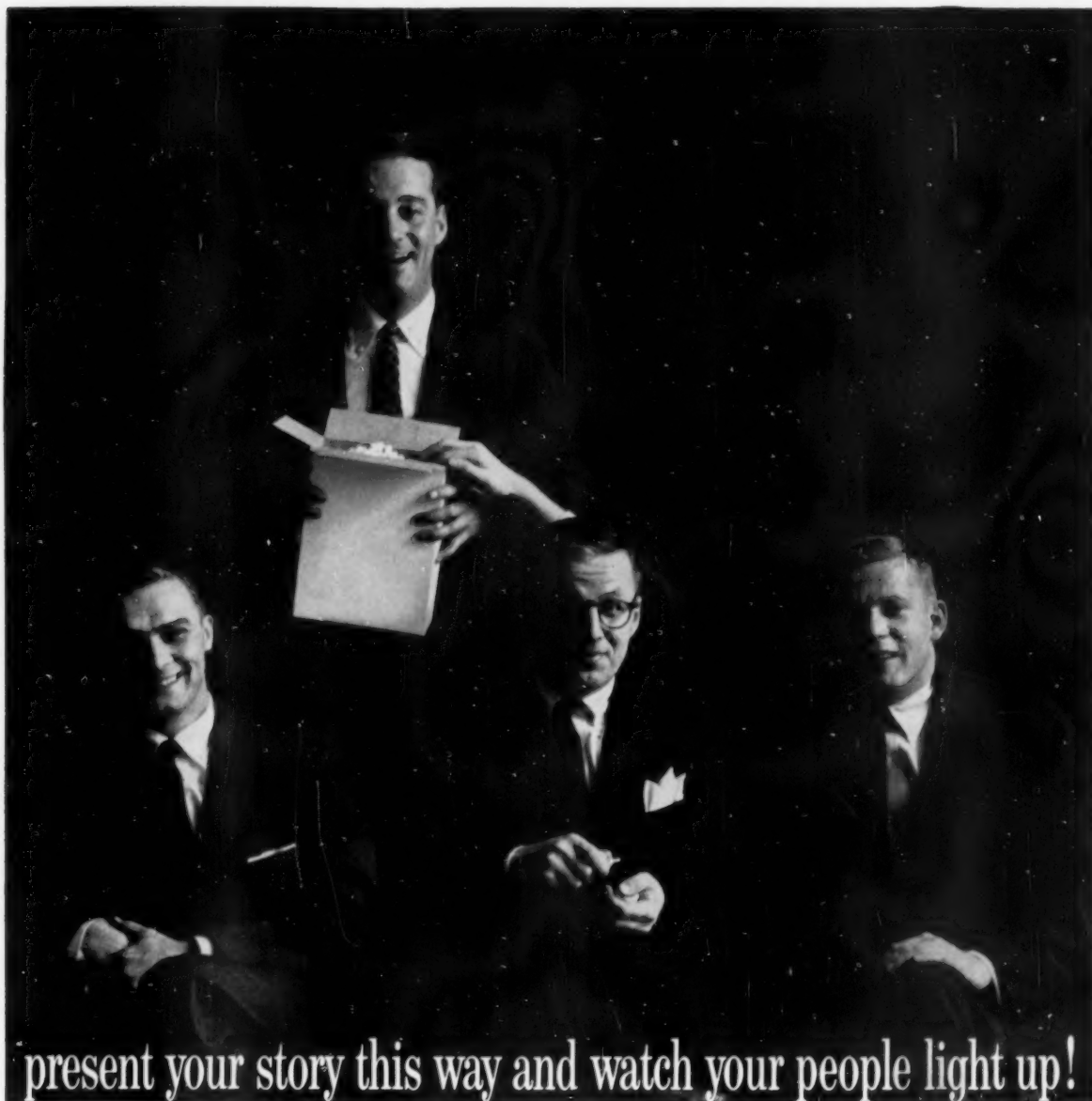
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